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ABSTRACT

Findings of a survey of a sample of center-based child care (CBCC) programs and private home day care (PHDC) agencies listed in Ontario's Direct Operating Grant Calculation Data Base are reported. During 1988, licensed child care programs in Ontario received approximately 46.5 million dollars in Direct Operating Grants (DOGs). Grants were distributed among 2,302 center-based programs and 79 for-profit and not-for-profit private home day care agencies. Objectives of the survey were: (1) to determine the amounts that went to increased salaries, the positions of staff who received a portion of the grant and how much these staff received, and positions of staff who did not receive a portion of the grant and reasons why they did not receive a portion; (2) to determine the frequency of use of grants for purposes not related to salary use and the reasons for such uses; and (3) to gather information on the methods used by the programs to distribute the grants. Findings for center-based child care and private home day care agencies are reported and summarized. Findings are accompanied by 64 pages of tables. Conclusions are presented. Definitions of terms, questionnaires, lists of benefits offered to center- and home-based programs, and "study terms of reference" are appended. (RH)

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FINAL REPORT
A SHORT TERM EVALUATION OF THE DIRECT OPERATING GRANTS

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REPORT FOR A SHORT TERM EVALUATION OF THE DIRECT OPERATING GRANTS

Prepared By:
The Levy-Coughlin Partnership

Prepared For:
The Child Care Branch
Ministry Of Community and Social Services
March 15, 1990

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EXECUTIVE SUMMARY

INTRODUCTION

Traditionally, the main source of provincial funding for child care had been through fee subsidies to Municipalities, Indian Bands and Approved Corporations to assist families in need with their child care costs.

In January 1988, the Direct Operating Grant was introduced as an on-going program subsidy to licensed non-profit child care programs. On April 1, 1988, it was introduced to licensed profit child care programs that were in existence at the time the Direct Operating Grant was announced in December 1987. The profit programs received 50% of the funding of their non-profit counterparts.

It was anticipated that the Direct Operating Grant would help programs in a number of ways over time. These included improving staff salaries and benefits, assisting services to remain financially viable as costs rose, helping to make licensed care more affordable and improving the overall quality of care.

The guidelines for the Direct Operating Grant Program established the improvement of staff salaries and benefits as a first priority. In many programs, compensation levels to staff were intolerably low, partly because this type of work was traditionally undervalued, but also because parents could not afford to pay for appropriate increases in salaries. Improving salaries of child care staff was intended to enhance recognition of the profession, attract and retain qualified staff and reduce the pressure on parent fees.

During the 1988 calendar year, licensed child care programs in Ontario received approximately $46.5 million dollars in Direct Operating Grants. The grants were distributed across 2,302 centre-based programs and 79 profit and non-profit Private Home Day Care agencies.

In order to investigate the short term impact of the grant, an analysis and evaluation of the program was required. The purpose of the short term evaluation was;

"To conduct an interim evaluation for a sample of programs receiving the Direct Operating Grant."

Given the purpose, the objectives of the study were;

- *To determine the amounts that went to increased salaries, what staff positions received a portion of the grant and how much, what staff positions did not receive a portion of the grant and why not*
- *To determine the frequency of non-salary use, the reason for non salary use and the expenditure items the grant actually paid*
- *To gather information on the methods used by the programs to distribute the grants*

APPROACH

The approach to this study involved the design and execution of a self report survey from a sample of non-profit and profit centre-based programs and Private Home Day Care Agencies listed on the Direct Operating Grant Calculation Data Base.

It should be noted that the Ministry had requested child care programs to report on their planned and actual dollar amounts and usage of the grant in 1988, as part of its on-going monitoring of the Direct Operating Grant Program. This process requested programs to provide similar pieces of information as the survey - although not as in-depth as this investigation.

The survey was undertaken in May, June and July of 1989. A follow up telephone survey to 10% of non respondents was administered in the last week of July, as a means to ascertain the effort required to increase response.

When the response rate and time and effort required to continue the survey were balanced against the corroborating information available from the monitoring process, it was decided to cut off the survey on July 31, 1989.

After adjustments for program closures, unqualified responses (ie; did not receive a Direct Operating Grant in 1988, no longer at the address etc.), the table below details the total mail outs, the total returns and the final response rates at the time of survey cut-off.

Total Mail Outs, Returns and Response Rates by Auspice

Auspice	**Mail-Outs**	**Returns**	**Response Rate**
Municipal	69	45	65%
Non-Profit	693	310	45%
Profit	307	106	35%
Private Home Day Care	79	43	54%

PRIMARY FINDINGS : CENTRE-BASED PROGRAMS

1. PERCENTAGE OF GRANT DOLLARS ALLOCATED FOR SELECTED USES

Overall Salary Allocations

- Overall, the centre-based sample accounts for approximately $10.5 million in 1988 Direct Operating Grant allocations, which is approximately 23% of the total allocation of $46.5 million.

  In total, 85% of the Direct Operating Grant dollars were used to augment salaries and benefits across this sample.

  72% was allocated to augment full time salaries and 6% for full time benefits. A further 7% was used to augment part time salaries and .3% to assist with part time benefits.

  See Figure 1

- Fully 91% of all staff in the sample received a portion of the Direct Operating Grant - 96% of full time staff and 79% of part time staff.

Overall Non Salary Allocations

- 15% of Direct Operating Grant dollars were used for non salary purposes.
- Across all programs, the primary types of non salary use included offsetting operating expenses (24% of non salary dollars), transitional grant reduction (22% of non salary dollars) and "affordability" (21% of non salary dollars).

2. PERCENTAGE OF GRANT DOLLARS ALLOCATED BY PROGRAM

Salary Allocations By Program

- Non-profit programs allocated approximately 86% of the Direct Operating Grant to salaries and benefits of full and part time staff - 70% to full time salaries, 4% to full time benefits; 12% to part time salaries and .4% to part time benefits.

- Municipalities distributed 81% of the Direct Operating Grant to full and part time salaries and benefits - 70% to full time salaries, 9% to full time benefits; 2% to part time salaries and .2% to part time benefits.

- On the other hand, profit programs distributed 99% of their Direct Operating Grant to salaries and benefits - 86% to full time salaries, 5% to full time benefits; 8% to part time salaries and .2% to part time benefits.

See Figures 2, 3, 4

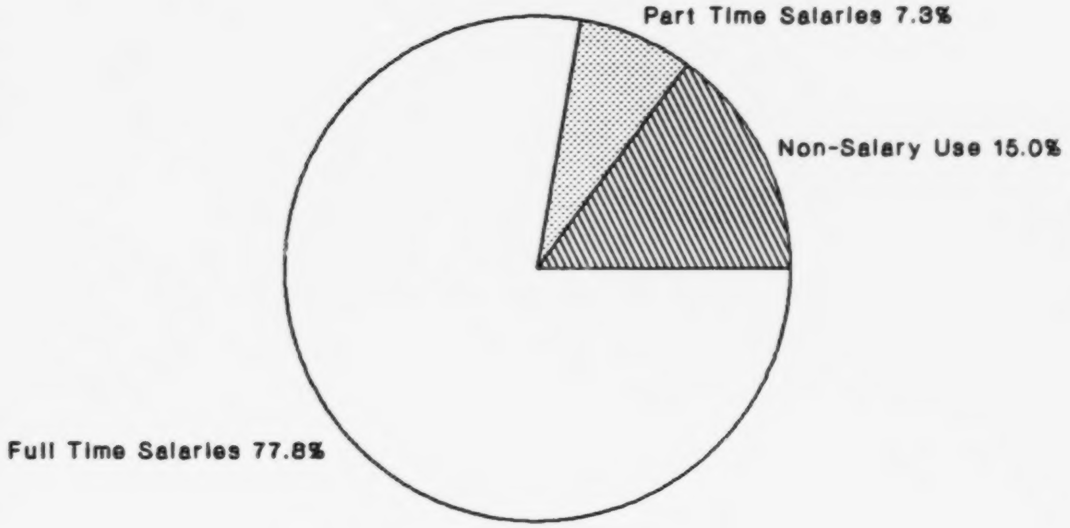
Non Salary Allocations By Program

- Non-Profit programs allocated 14% of their Direct Operating Dollars to non-salary uses - municipalities 19% and profit programs only .5%.

Figure 1

USES OF DIRECT OPERATING GRANT

CENTRE BASED PROGRAMS ONLY

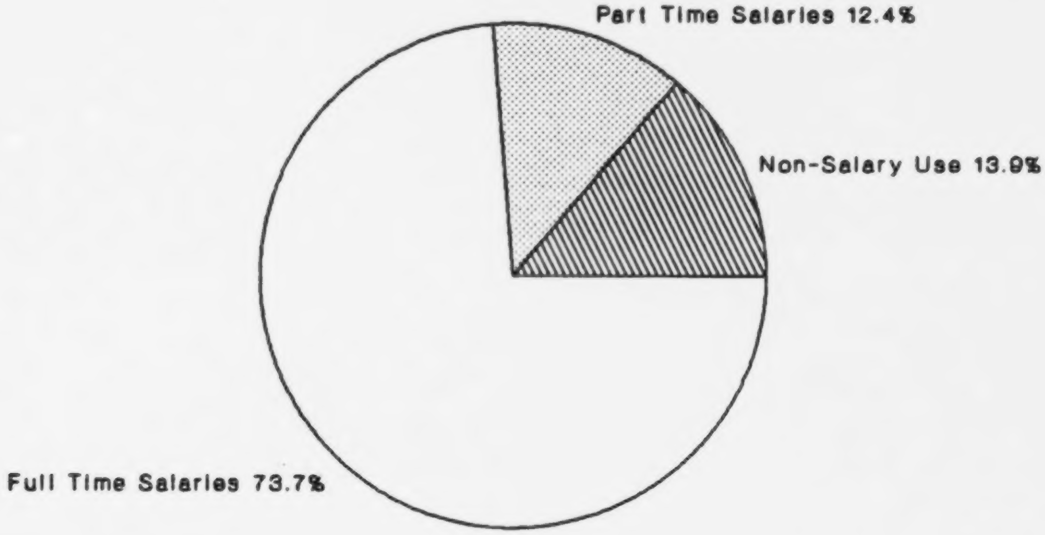


The Pie Displays The Percentage Of Direct Operating Grant Dollars Used For Each Purpose

Figure 2

USES OF DIRECT OPERATING GRANT

NON-PROFIT CENTRE BASED PROGRAMS ONLY

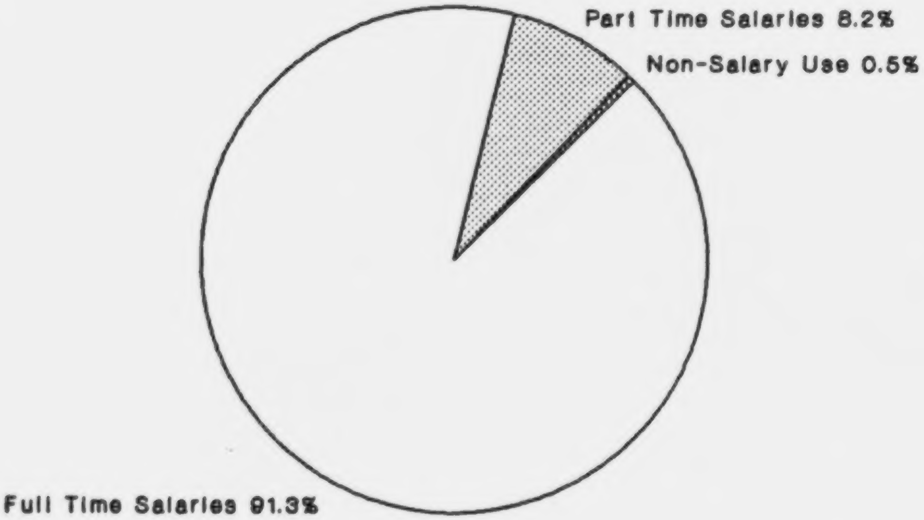


**The Pie Displays The Percentage
Of Direct Operating Grant Dollars
Used For Each Purpose**

Figure 3

USES OF DIRECT OPERATING GRANT

PROFIT CENTRE BASED PROGRAMS ONLY

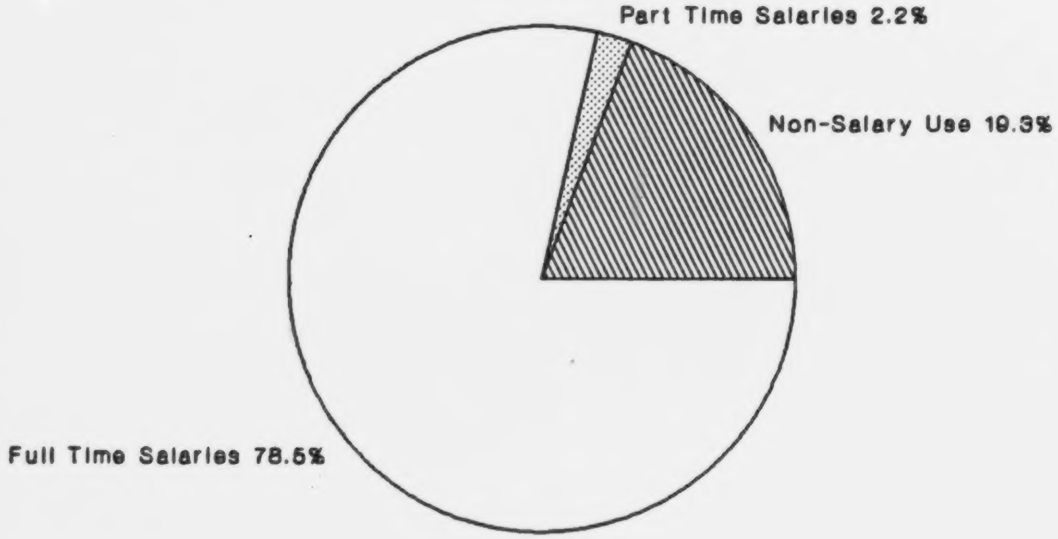


The Pie Displays The Percentage Of Direct Operating Grant Dollars Used For Each Purpose

Figure 4

USES OF DIRECT OPERATING GRANT

MUNICIPAL CENTRE BASED PROGRAMS ONLY



The Pie Displays The Percentage Of Direct Operating Grant Dollars Used For Each Purpose

3. IMPACT OF DIRECT OPERATING GRANTS ON SALARIES

As mentioned, 85% of the Direct Operating Grant dollars were used to supplement salaries and benefits across the sample.

When supplementing salaries, child care programs used the Direct Operating Grant in two ways. In the first case, the grant was used to supplement salaries only. In the second case the grant was used to supplement salaries and benefits. Results are presented for each situation.

Overall Impact On Salaries When The Direct Operating Grant Was Used To Supplement Salaries Only

- Among those programs that used the Direct Operating Grant TO SUPPLEMENT SALARIES ONLY, the grant increased full time salaries by an average of approximately $2,813 across ALL non-profit agencies (including municipalities) and $1,420 in profit agencies. In fact, profit programs consistently report salary increases approximately half that of non-profit programs.
- The highest percentage increase in full time staff salaries occurred within ALL non-profit programs at 18%, relative to profit programs at 12%.
- Considering part time salaries, the average increase was $1,099 across ALL non-profit agencies and $578 among profit agencies. This is a 21% increase for ALL non-profit agencies and a 12% increase within profit settings.

See Figure 5

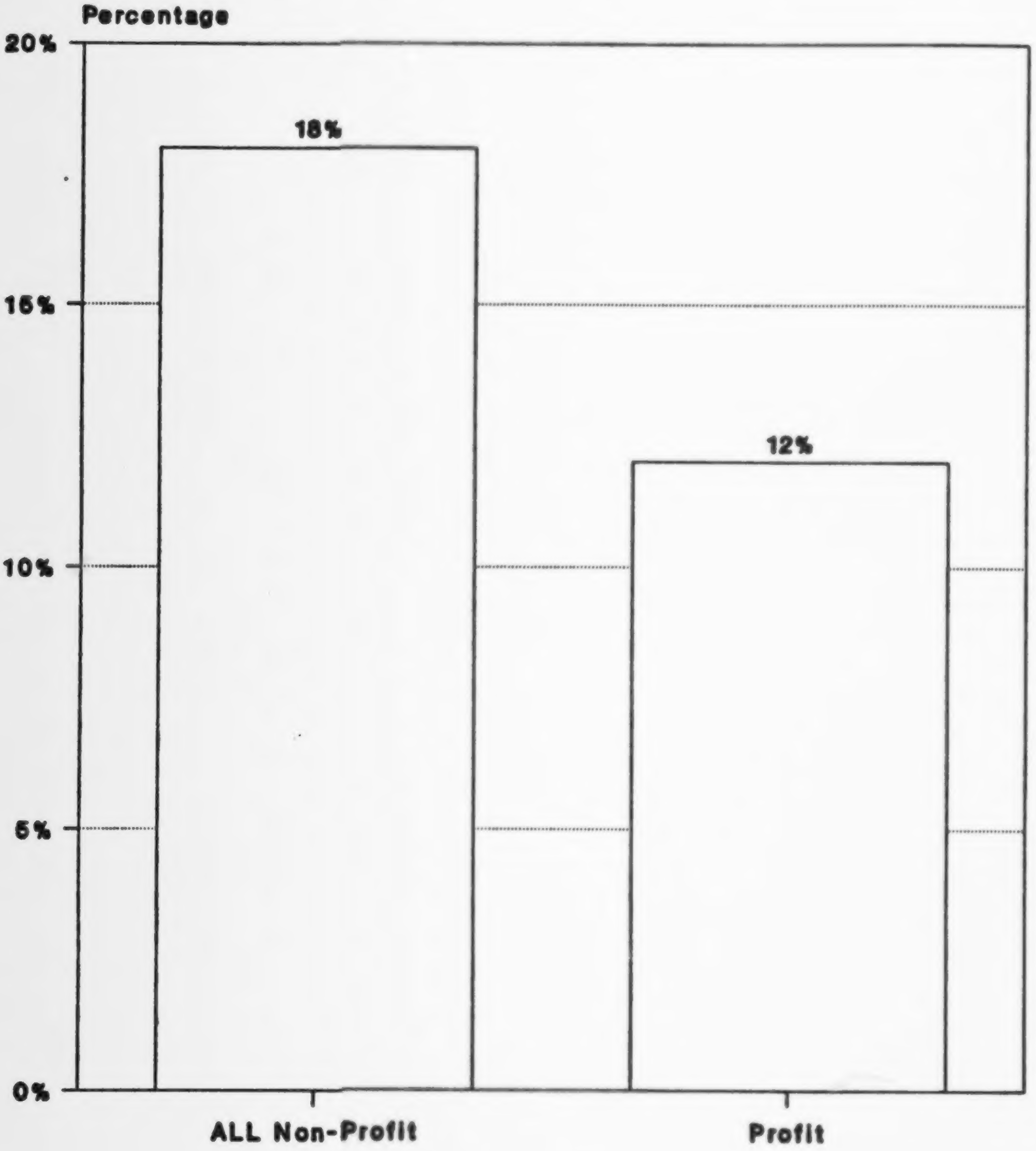
Overall Impact On Salaries When The Direct Operating Grant Was Used To Supplement Salaries and Benefits

- Among those programs that used the Direct Operating Grant **TO SUPPLEMENT SALARIES AND BENEFITS**, the grant increased full time salaries by an average of $2,931 among ALL non-profit agencies and $1,318 within profit agencies.

  The Direct Operating Grant further assisted with full time benefits an average of $428 within ALL non-profit agencies and $185 for profit agencies.

Percentage Increase in Full Time Salary
(Centre Based Programs)

Figure 5



Numbers are for programs supplementing salaries only as opposed to salaries AND benefits

Thus, among programs that used the Direct Operating Grant FOR FULL TIME SALARIES AND BENEFITS, the average increase in full time staff remuneration was $3,358 within ALL non-profit settings and $1,566 in profit agencies.

This translates into a 20% increase among ALL non-profit and a 13% increase among the profit programs.

With respect to part time salaries, ALL non-profit programs reported an average increase of $1,192 in part time salaries and $203 in benefits - for a total of $1,319. Profit programs reported an average increase of $517 in part time salaries and $84 in benefits - totalling $601. This represents a 25% increase for ALL non-profit agencies and a 12% increase in the profit settings.

4. DIRECT OPERATING GRANT USAGE FOR NON SALARY PURPOSES

- As stated above, only 15% of all Direct Operating Grant dollars were used for non-salary purposes.
- Only 4% OF THE PROGRAMS reported using the Direct Operating Grant EXCLUSIVELY FOR NON SALARY PURPOSES.
- Yet, 28% of programs reported using the Direct Operating Grant for a COMBINATION OF NON-SALARY AND SALARY PURPOSES.
- The primary reasons for using the Direct Operating Grant on non salary items were the perception that non salary uses had a higher priority (20%), that existing salaries and benefits were adequate (20%) or that the maximum allowable amounts of the grant had been allocated, and because of staff turnover or other reasons, a surplus was left for non-salary use (10%).
- Programs that used the grant for SALARY INCREASES ONLY reported a slightly lower average grant amount for this purpose compared to programs that used the funding for SALARIES AND BENEFITS. However, programs that used the grant for SALARIES ONLY allocated a higher percentage of their grant dollars for NON SALARY USE (29%) relative to the programs supplementing SALARIES AND BENEFITS (5%).

5. IMPLEMENTATION ISSUES RELATED TO DIRECT OPERATING GRANT DISTRIBUTION, APPROVALS AND WORKLOAD

- Centre-based programs implemented a variety of criteria in distributing the grant, from the job level/position, to a flat rate increase, to educational qualifications and seniority.
- The grants were given almost equally as a bonus (43%), a base salary increase (38%) or a combination of bonus and salary increase (14%).
- Approvals for the grant were made most often by the board of directors/owner operator or by the board/owner in combination with the agency director or program staff. The grant was usually administered by board/operator or the treasurer/bookkeeper.
- A number of programs also reported that the guidelines for distribution of the grant were not clear. They felt that this situation could be ameliorated if the "implementation/allocation formula" were standardized across the province.
- In addition, 63% of programs felt the grant increased their workload when it was introduced and 41% report the workload has increased on an on-going basis.

6. UNION INVOLVEMENT IN DIRECT OPERATING GRANT DISTRIBUTION

- Approximately 11% of all centre-based programs in the sample were unionized.
- Among those that were unionized, 53% reported the union involved in the grant distribution. Of these, 24% reported that the union wanted the grant distributed to non-child care staff (eg; in multi-service centres, municipalities etc.).
- Overall, this translates into 6% of programs where the union was involved and 1% where the union wanted the grant allocated to non-child care staff.

PRIMARY FINDINGS : PRIVATE HOME DAY CARE AGENCIES

THE NUMBER OF CASES FOR PROFIT ORIENTED PHDCS IS SMALL. THESE RESULTS SHOULD BE INTERPRETED WITH CAUTION.

1. PERCENTAGE OF GRANT DOLLARS ALLOCATED FOR SELECTED USES

Overall Provider Payment and Salary Allocations

- In this study, PHDCs account for approximately $3.4 million in 1988 Direct Operating Grant allocations. This translates into approximately 7% of the $46.5 million dollar allocation in 1988.

  Overall, 89% of PHDC Direct Operating Grant dollars were used to augment provider payments, salaries or benefits.

  68% of grant dollars were allocated to augment provider payments, 18% for full time salaries and 2% for full time benefits. A further 1% was allocated to assist with part time salaries and .3% for part time benefits.

  See Figure 6

- Virtually 100% of providers, 80% of full time staff and 69% of part time staff in the sampled PHDCs received a portion of the grant.

Overall Non-Salary Allocations

- Among the sampled PHDCs, 11% of Direct Operating Grant dollars were used for non-salary purposes.
- The primary types of non salary use included transitional grant reduction (50% of non-salary dollars) and staff training (21% of non-salary dollars).

2. PERCENTAGE OF GRANT DOLLARS ALLOCATED BY PROGRAM

Provider Payments and Salary Allocations By Program

- Both non-profit and profit PHDCs allocated approximately 68% of grant dollars to provider payments.

- Non-profit PHDCs allocated approximately 21% of the Direct Operating Grant to salaries and benefits of full and part time staff - 18% to full time salaries, 2% to full time benefits; 1% to part time salaries and .3% to part time benefits.

- Profit PHDCs distributed 31% of their Direct Operating Grant to salaries and benefits - 30% to full time salaries and 1% to full time benefits.

- Within this sample, NO PROFIT PHDCs reported using the Direct Operating Grant for part time salaries and benefits.

See Figures 7, 8

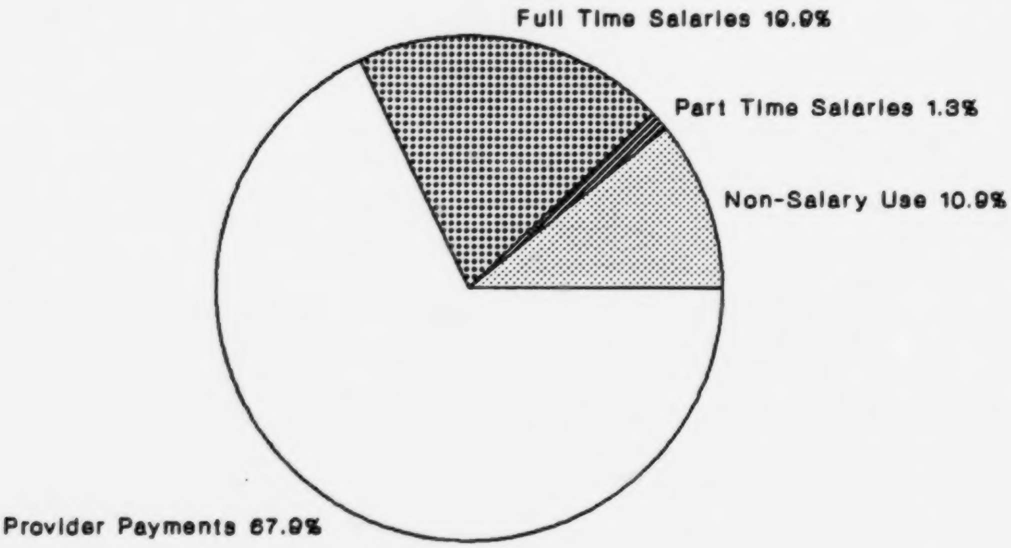
Non Salary Allocations By Program

- Non-profit PHDCs used 11% of their Direct Operating Grant dollars for non-salary uses. Profit programs used .5%.

Figure 6

USES OF DIRECT OPERATING GRANT

PHDC PROGRAMS ONLY

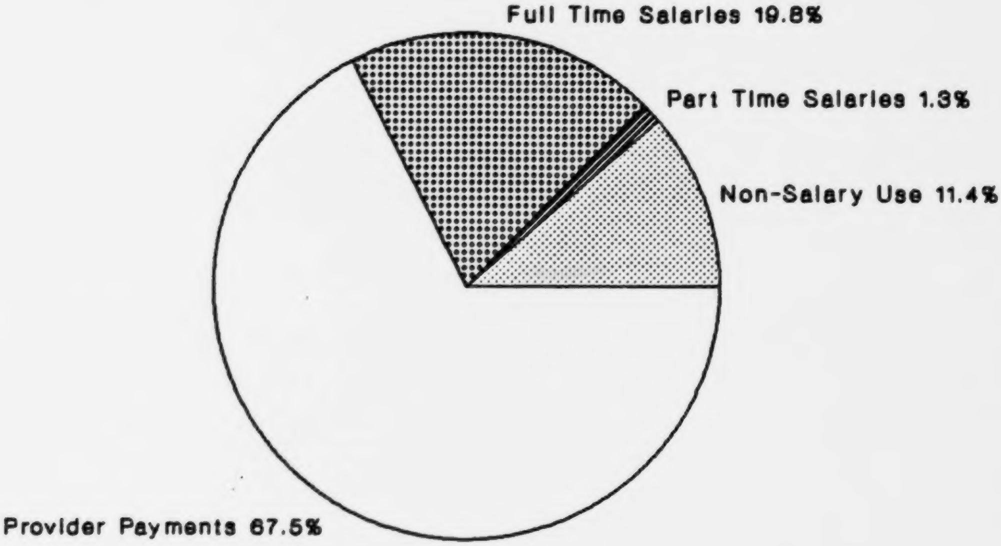


The Pie Displays The Percentage Of Direct Operating Grant Dollars Used For Each Purpose

Figure 7

USES OF DIRECT OPERATING GRANT

NON PROFIT PHDCS

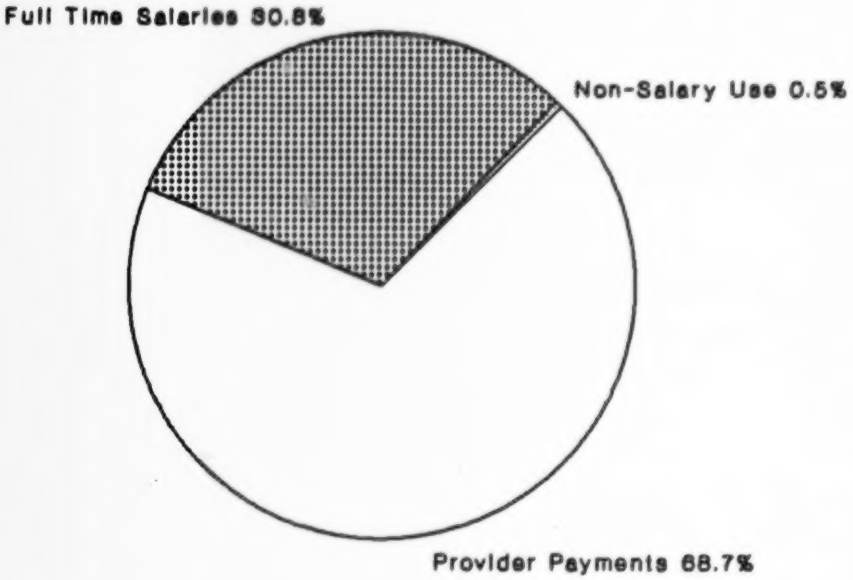


**The Pie Displays The Percentage Of
Direct Operating Grant Dollars
Used For Each Purpose**

Figure 8

USES OF DIRECT OPERATING GRANT

PHDC PROFIT PROGRAMS



The Pie Displays The Percentage Of Direct Operating Grant Dollars Used For Each Purpose

3. IMPACT OF DIRECT OPERATING GRANT ON PROVIDER PAYMENTS

Overall Impact On Provider Payments

- As stated, 68% of PHDC Direct Operating Grant dollars were distributed to providers.

Impact On Provider Payments By Program

- On average, non-profit PHDCs provided a higher provider payment increase ($721) relative to profit programs ($290).
- On a percentage basis, provider payments increased by 14% for non-profit PHDCs and 6% for profit PHDCs.

See Figure 9

4. IMPACT OF DIRECT OPERATING GRANT ON PHDC STAFF SALARIES

PHDCs used 22% of their Direct Operating Grant dollars to supplement salaries and benefits of full and part time staff.

As with centre-based programs, they distributed the Grant in two ways. In the first case, the grant was used to supplement salaries only, and in the second to supplement salaries and benefits. Results are presented for each situation.

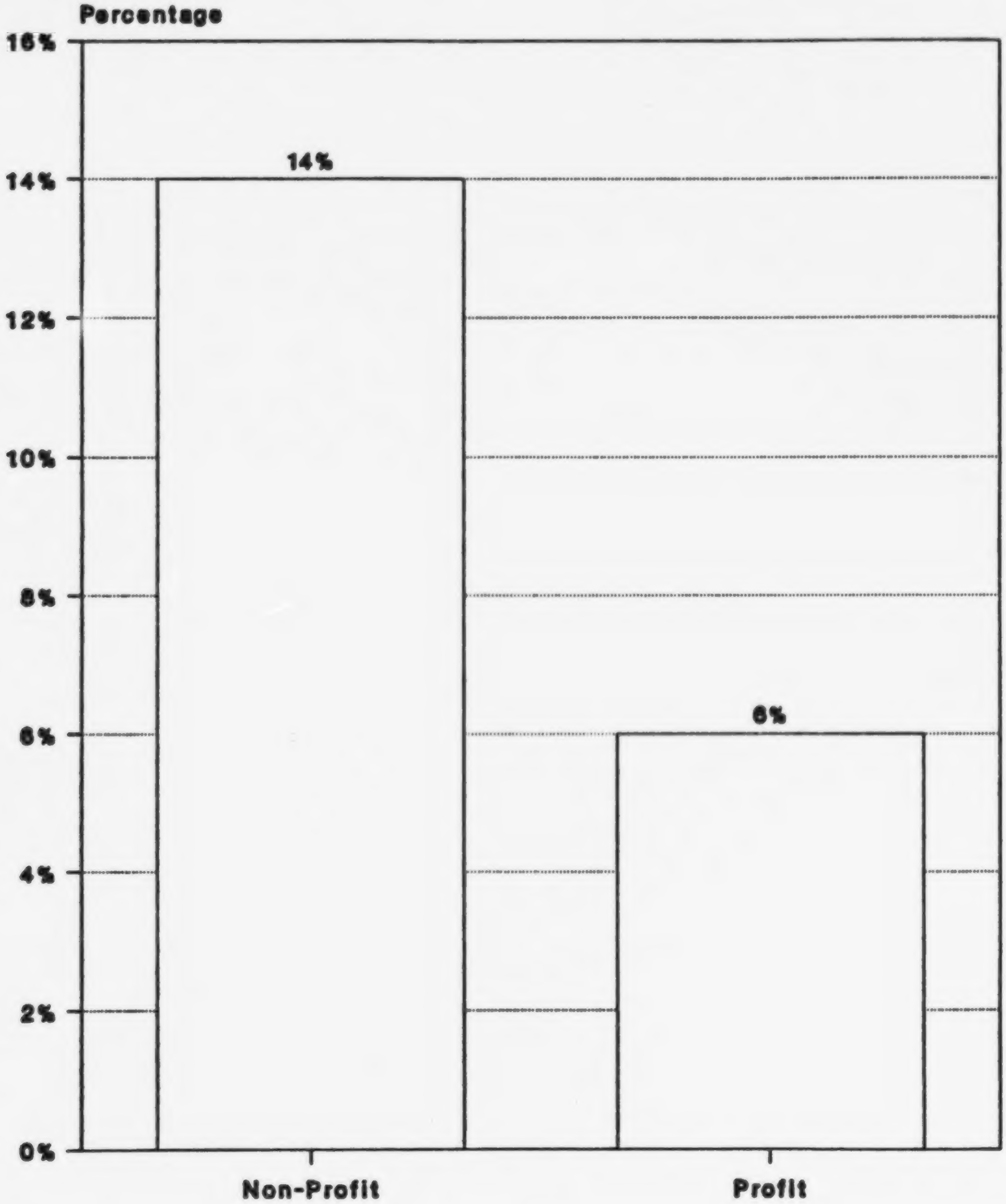
Overall Impact When The Direct Operating Grant Was Used To Supplement Salaries Only

- Considering the PHDCs that used the Direct Operating Grant TO SUPPLEMENT SALARIES ONLY, the grant increased full time salaries among non-profit PHDCs an average of $2,692, relative to profit programs at $2,010[1].

---

[1] Profit PHDCs received only one half the Direct Operating Grant of non-profit agencies. Yet, profit PHDCs allotted a larger percentage of their Direct Operating Grant dollars to FULL TIME STAFF SALARIES compared to non-profit. As a result, the average Direct Operating Grant to full time staff in profit PHDCs was greater than one half that received by full time non-profit staff.

Figure 9 Percentge Increase In Provider Payments



Overall Impact When The Direct Operating Grant Was Used To Supplement Salaries And Benefits

- Among PHDCs that used the Direct Operating Grant TO SUPPLEMENT SALARIES AND BENEFITS, the grant increased full time salaries among the non-profit agencies by $2,969, and by $2,009 among profit agencies.

  The Direct Operating Grant further assisted with full time benefits an average of $549 among non-profit PHDCs and $164 for the profit agencies.

- This means that non-profit PHDCs report the highest Direct Operating Grant increases for full time staff at $3,519 relative to profit PHDCs ($2,172).

- In non-profit settings this represents a 14% increase, and a 17% increase in profit agencies.

5. DIRECT OPERATING GRANT USAGE FOR NON SALARY PURPOSES AMONG PHDCs

- As stated, 11% of the Direct Operating Grant dollars were used by PHDCs for non-salary purposes.

- In this sample, NO PHDCs reported using the Direct Operating Grant exclusively for non salary purposes.

- Yet, 42% of PHDCs used the Direct Operating Grant for a combination of non-salary and salary purposes.

- The primary reasons PHDCs used the Direct Operating Grant on non salary items were that the non salary uses were perceived to have a higher priority (30%), that existing salaries and benefits were adequate (20%) and to reduce staff training costs (10%).

6. IMPLEMENTATION ISSUES REGARDING DIRECT OPERATING GRANT DISTRIBUTION, APPROVALS AND WORKLOAD

- As with centre-based programs, PHDCs implemented a variety of criteria in distributing the grant, from the hours of care provided to job level/position, to a flat rate increase.

- PHDCs tended to allocate the grant to full time staff equally as a bonus (41%) or salary (44%), a combination of bonus and salary (1%) or in some other way (9%). Providers received the grant as a bonus (36%), increased rates (29%) or in some other way (31%).

- The grant distributions were approved most often by the municipal council/ board of education/ board of regents, the board and agency director, the board of directors/ owner operator only, and the board of directors/ program staff.

- As before, a number of PHDCs also reported that the guidelines for distribution of the Direct Operating Grant were not clear and that "the Grant implementation/ allocation formula" should be standardized.

- In addition, 76% of PHDCs felt the grant increased their workload when it was introduced and 57% report the workload increased on an on-going basis.

7. UNION INVOLVEMENT IN DIRECT OPERATING GRANT DISTRIBUTION IN PHDCS

- 21% of all PHDCs in the sample were unionized.

- 53% of the unionized PHDCs reported the union involved in the grant distribution; of which 100% reported that the union wanted the grant distributed to non child care staff.

- Overall, 12% of PHDCs had the union involved in grant distribution and, for all of them, the union wanted the grant allocated to non-child care staff.

PRIMARY CONCLUSIONS : CENTRE-BASED PROGRAMS

1. DIRECT OPERATING GRANT USAGE FOR SALARY AND BENEFITS AMONG CENTRE-BASED PROGRAMS

We can conclude that the direct operating grant was clearly used to supplement either salaries OR salaries and benefits of child care staff in the sample, given the vast majority of grant dollars were allocated to this purpose - and that over 90% of staff received a portion.

We can further conclude that sampled child care programs did, in fact, address salary and benefit improvements as a first priority - thus properly reflecting the 1988 guidelines and procedures associated with the grant.

2. DIRECT OPERATING GRANT USAGE FOR NON SALARY PURPOSES

In the first year of the Direct Operating Grant Program, we can conclude that only a small proportion of the dollars were used for non salary purposes (15%). Although 28% of Programs used some amount of the direct operating grant for non salary purposes, only 4% of programs employed the grant exclusively for non salary use.

The non salary monies were used primarily to offset operating expenditures, for transitional grant reduction or "affordability".

This finding is further confirmation that child care programs dealt with salary and benefit improvements as a first priority - again properly reflecting the first year guidelines associated with grant use.

Fully, 99% of the Grant dollars were allocated to provider payments, plus salaries and benefits of staff in profit oriented agencies. This is the highest percentage allocation to staff/provider payments among all agency types. Given this, we can conclude that profit programs did as well as non-profit programs in allocating Grant dollars to agency personnel.

3. IMPACT ON SALARIES WHEN THE DIRECT OPERATING GRANT WAS USED TO SUPPLEMENT SALARIES ONLY (AS OPPOSED TO SALARIES AND BENEFITS)

In the cases where the Direct Operating Grant was used TO SUPPLEMENT SALARIES ONLY, we can conclude it has increased salaries for full time staff by approximately $2,813 (18%) across ALL non-profit agencies (including municipalities) and by $1,420 (12%) in profit agencies. The grant increased average salaries for part time staff by $1,099 (21%) across ALL non-profit agencies and $578 (12%) among profit agencies.

We can also conclude that the largest percentage increases occurred among non-profit programs due again to the lower relative salaries paid to non-profit child care workers and thus the larger relative increase to salary as a result of the grant. Further, average increases to salaries for the profit sector were approximately half that of non-profit programs.

Given the above findings, in conjunction with the fact that 92% of respondents felt the grant had improved salary and benefit levels in child care (with almost 60% reporting it had greatly improved levels), we can conclude that the Direct Operating Grant has had a meaningful, positive impact on the salary and benefit levels of staff in the child care sector in its first year of operation.

4. IMPACT ON SALARIES WHEN THE DIRECT OPERATING GRANT WAS USED TO SUPPLEMENT SALARIES AND BENEFITS

In situations where the Direct Operating Grant was used TO SUPPLEMENT SALARIES AND BENEFITS, we can conclude it has augmented average salaries for full time staff by $3,358 (20%) within ALL non-profit settings and by $1,566 (13%) in profit agencies. Further, the grant augmented average salaries for part time staff by $1,319 (25%) in ALL non-profit agencies and by $601 (12%) in profit agencies.

We can also conclude that the largest percentage increases occurred among non-profit programs. One reason for this is the lower relative salaries paid to non-profit child care workers and thus, the larger relative increases as a result of the grant.

Average increases to salaries for the profit sector were approximately half that of non-profit programs. This is consistent with the 50% of the grant received by profit programs.

We can further conclude that the grant has had an equitable impact on staff income, whether it was distributed as salary only or a combination of salary and benefits - given the similar grant amounts received and the similar percentage increases in both situations.

SECONDARY CONCLUSIONS : CENTRE-BASED PROGRAMS

1. IMPLEMENTATION ISSUES REGARDING DIRECT OPERATING GRANT DISTRIBUTION, APPROVALS AND WORKLOAD

Grants were given almost equally as a bonus or salary increase, and approvals were usually made by the board/ owner or by the board in conjunction with staff.

We can conclude that centre-based child care programs used a variety of criteria and methods to distribute and actually pay the grant to staff.

We can also conclude that the distribution of the grant has increased the workload for over 40% of agencies and the interpretation and implementation of the guidelines has been a source of confusion and administrative complexity for a number of programs. The ministry could possibly investigate ways to ameliorate this situation.

2. UNION INVOLVEMENT IN DIRECT OPERATING GRANT DISTRIBUTION

We can conclude that within the non-profit and profit sectors, the role played by the union in the distribution of the direct operating grant was minimal, primarily due to the low level of unionization in these sectors.

However, in over half the settings where there were unions, the union was involved in the distribution of grant dollars.

PRIMARY CONCLUSIONS : PRIVATE HOME DAY CARE AGENCIES

1. DIRECT OPERATING GRANT USAGE FOR PROVIDER PAYMENTS, SALARY AND BENEFITS AMONG PHDCs

We can conclude that the direct operating grant was clearly used by PHDCs to supplement provider payments and the salaries and benefits of staff in the sample - given the vast majority of dollars allocated to this purpose, and that 80% of full time staff and 100% of providers received a portion.

We can further conclude that PHDCs did address salary and benefit improvements as a first priority - thus properly reflecting the guidelines and procedures connected with the grant.

2. DIRECT OPERATING GRANT USAGE FOR NON SALARY PURPOSES AMONG PHDCs

We can again conclude that in the first year of the Direct Operating Grant Program, only a small proportion of the dollars were used by PHDCs for non salary purposes (11%). Although 42% of programs used some amount of the direct operating grant for non salary purposes, NO PHDCs employed the grant exclusively for non salary use.

The non salary monies were used primarily for transitional grant reduction and staff training.

This finding again confirms that PHDCs dealt with salary, benefit and provider payments as a first priority - properly reflecting the first year guidelines and procedures associated with grant use.

3. IMPACT OF DIRECT OPERATING GRANT ON PROVIDER PAYMENTS

In cases where the Direct Operating Grant was used TO SUPPLEMENT PROVIDER PAYMENTS, we can conclude it has increased average payments by $721 in non-profit settings and $290 in profit agencies.

Non-profit PHDC providers saw their payments increase by 14% relative to 6% for profit PHDC providers.

Further, 90% of PHDC respondents felt the grant had improved provider payments. This fact, combined with the payment increases, leads us again to conclude that the Direct Operating Grant has had a positive impact on provider payments in PHDCs.

4. IMPACT OF DIRECT OPERATING GRANT ON SALARIES WHEN USED TO SUPPLEMENT SALARIES ONLY

In cases where the Direct Operating Grant was used TO SUPPLEMENT SALARIES ONLY, we can conclude it has increased full time salaries among non-profit PHDCs by an average of $2,692, relative to profit programs at $2,011.

5. IMPACT OF DIRECT OPERATING GRANT ON SALARIES WHEN USED TO SUPPLEMENT SALARIES AND BENEFITS

In cases where the Direct Operating Grant was used TO SUPPLEMENT SALARIES AND BENEFITS in PHDCs, we can conclude it has augmented average salaries for full time staff by $3,518 relative to profit PHDCs ($2,172). In the non-profit settings, this was a 14% increase and in the profit agencies a 17% increase.

Given the above findings and the fact that 76% of PHDC respondents felt the grant had improved salary and benefit levels, we can conclude that the Direct Operating Grant has had a positive impact on the salary and benefit levels of staff in PHDCs.

SECONDARY CONCLUSIONS : PRIVATE HOME DAY CARE AGENCIES

1. ISSUES REGARDING DIRECT OPERATING GRANT DISTRIBUTION, APPROVALS AND WORKLOAD

We can conclude that PHDCs used a variety of criteria and methods to distribute and actually pay the grant to staff.

We can conclude that the distribution of the grant has increased the workload for over 57% of PHDCs and the interpretation and implementation of the guidelines again has been a source of confusion and complexity for a number of PHDCs.

2. UNION INVOLVEMENT IN DIRECT OPERATING GRANT DISTRIBUTION IN PHDCS

We can conclude that within PHDCs, the role played by the union in the distribution of the direct operating grant was somewhat minimal, primarily due to the low level of unionization among PHDCs.

REPORT FOR A SHORT TERM EVALUATION OF THE DIRECT OPERATING GRANTS

1.0 INTRODUCTION

In June 1987, the Ministry of Community and Social Services issued a major policy paper entitled, **New Directions For Child Care.** The Direct Operating Grant Program was also announced at this time.

In the past, the main source of provincial funding for child care had been indirect, through fee subsidies to Municipalities, Indian Bands and Approved Corporations to assist families in need with their child care costs.

In January 1988, the Direct Operating Grant was introduced as on-going supplementary funding to licensed non-profit child care programs. On April 1988, it was introduced for licensed profit child care programs.

It was anticipated the Direct Operating Grant would help these programs in a number of ways over time. These included improving staff salaries and benefits, assisting services to remain financially viable as costs rise, helping to make licensed care more affordable and improving the overall quality of care.

The guidelines for the Direct Operating Grant Program set the improvement of staff salaries and benefits as a first priority. In many programs, compensation levels to staff were intolerably low, partly because this type of work was traditionally undervalued, but also because parents could not afford to pay for appropriate increases in salary. Improving salaries of child care staff was intended to enhance recognition of the profession, attract and retain qualified staff and reduce the pressure on parents fees.

During the 1988 calendar year, licensed child care programs in Ontario received approximately $46.5 million dollars in Direct Operating Grants. Out of a total of approximately 2,300 centre-based programs, sixty nine Municipalities received $6.2 million. Fourteen hundred other non-profit agencies received $24.2 million and the 796 profit agencies distributed $11.5 million. The 79 profit and non-profit Private Home Day Care agencies received a further $4.6 million.

In order to investigate the short term impact of the grant, an analysis and evaluation of the program was required.

As stated in the terms of reference, the purpose of the short term evaluation was;

> "To conduct an interim evaluation for a sample of programs receiving the Direct Operating Grant."

Given the above purpose, the objectives of the study were;

- To determine from the sample the amounts that went to increased salaries, what staff positions received a portion of the grant and how much, what staff positions did not receive a portion of the grant and why not
- To determine from the sample programs the frequency of non-salary use, the reason for non salary use and the expenditure items the grant actually paid
- To gather information on the methods used by the programs to distribute the grants

This report presents the results of the short term evaluation.

2.0 APPROACH TO THE SHORT TERM IMPACT EVALUATION

The approach to this project consisted of the following components;

1. Orientation to secondary data sources and other background materials of relevance to the project
2. Planning and selection of the survey sample
3. Creation and testing of self report instrument
4. Execution of the survey
5. Data editing and entry
6. Creation of analysis outline and execution of data analysis
7. Preparation of final report

Each step is addressed in turn.

2.1 Orientation To the Secondary Data Sources and Other Background Materials of Relevance to the Project

This phase began with a meeting between the consultant and the MCSS project manager to clearly define the study scope and the roles and responsibilities of all parties.

In order for the study team to become oriented to the information available at the MCSS, we undertook a detailed review of the Phase II data collection project including methods, questionnaire, response rates and electronic storage format.

Aside from undertaking the review, this step also determined the information available from the above two sources that was of relevance to this evaluation.

Finally, as a means to draw a representative sample for the survey, this step included a review of the information available on the universe of child care centres in Ontario, including the variables collected for each centre, (for sample design), the storage format and the procedures required to actually draw the sample.

Overall, this review provided the study team with an understanding of available information related to the universe of child care centres in Ontario, the utility of information already collected, the effort required to undertake any secondary analysis (if necessary) and the sample draw.

As a result, we used the Direct Operating Grant Calculation Data Base as the primary source to define the universe of child care centres in Ontario, and to provide the name and address of each centre selected for the study.

2.2 Planning and Selection of the Survey Sample

As mentioned, the universe consisted of all licensed child care programs resident on the Direct Operating Grant Calculation Data Base.

In designing the sample, the study team identified child care auspice as the primary stratification variable for the study. Child care auspice consisted of the following mutually exclusive "types" of child care programs.

- Municipal
- Indian Band
- Co-Ops
- Community Colleges
- Other Non-Profit
- Profit
- Private Home Day Care (PHDC)

Detailed definitions of these types are provided in Appendix B.

In consultation with the MCSS, these classifications were further grouped as follows;

1	Municipal	
2	Non-Profit	Indian Bands Co-Ops Community Colleges Other Non-Profit
3	Profit	
4	Private Home Day Care (profit/non-profit)	

Table 2.1 presents the universe and initial sample drawn for the study stratified according to auspice.

Table 2.1

Universe and Sample For Short Term Evaluation

Type		Universe	Sample
Municipal		69	69
Non-Profit	Indian Bands	34	34
	Co-Ops	332	241
	Community Colleges	35	35
	Other Non-Profit	1174	433
	Total	1575	743
Profit		766	350
Private Home Day Care		79	79

Only other non-profit, co-ops and profit centres were sampled in the study. A complete enumeration was done for all other classifications. The sample was drawn on a sequential random basis.

It should be noted that those organizations which had a number of licensed centres under their jurisdictions (such as Municipalities and YMCAs) had a record on the data base for each licensed centre.

Through consultation with these organizations, it was discovered that their administrative and bookkeeping systems were centralized and it was difficult, if not impossible for them to respond to the questionnaire on a sampled, individual centre basis. Given this, these organizations responded on an aggregate basis.

2.3 Creation and Testing of Self Report Instrument

This stage of the project involved creating the self report instrument and constructing questions that reflected the information required from the centres, in consultation with the MCSS.

2.4 Pre-Test Of Self Report Questionnaire

After a first approved draft of the questionnaire was completed, we undertook a focus group pre test of the survey questionnaire among a number of "centre-based " survey respondents. Given the similarity in questionnaire content and logic, a focus group was not held with Private Home Day Care respondents.

A group meeting was held with 8 "typical", centre-based survey respondents. A mock-up of the questionnaire was presented to each respondent during the session. The study team observed the way the questionnaire was completed and subsequently stimulated group discussion to address the following;

- Is each question measuring what it was intended to measure?
- Are all the words understood?
- Are questions interpreted similarly by all respondents?
- Does each close ended question have an answer that applies to each respondent?

Following this pre test, the final camera ready version of the questionnaire was prepared. A copy of the final questionnaires are included in Appendix C.

2.5 Execution of Self Report Survey

After finalizing the covering letter, questionnaire and pre-test, the survey was implemented. This step included;

- Mail out of questionnaire package (questionnaires, return envelopes, covering letters)
- Mail out of a reminder post card to the sample of centres
- Telephone follow up to a sample of non respondents

All centre-based questionnaires were mailed out during the last 2 weeks of May 1989. Private Home Day Care questionnaires were mailed in the first week of June. The centre-based follow up post card was sent June 15, 1989, and PHDC postcards in the last week of June. In the third week of July, follow up phone calls were made to a 10% sample of centres that had not responded. The purpose of the phone calls were;

- to test if a larger phone follow up would significantly increase response
- to elicit a response from those centres contacted

Overall, 135 contacts were made.

As a result of the phone calls, it was decided that additional effort would not significantly increase response.

It should be noted that the Ministry had requested child care programs to report on their planned and actual dollar amounts and usage of the grant in 1988, as part of its on-going monitoring of the Direct Operating Grant. This process requested centres to provide similar pieces of information as the survey.

When the response rate and the time and effort required to continue the survey were balanced against the corroborating information available from the monitoring process, it was decided to cut off the survey on July 31, 1989.

After adjustments for centre closures, unqualified responses (ie; did not receive a Direct Operating Grant in 1988, no longer at the address etc.), table 2.2 presents the final return rate broken by auspice and table 2.3 the final return rate broken by region.

Table 2.2

Final Sample, Returns and Response Rates

Auspice	Sample	Returns	Response Rate
Municipal	69	45	65%
Non-Profit	693	310	45%
Profit	307	106	35%
Private Home Day Care	79	43	54%

The highest response rate occurred among the municipal (65%) and private home daycare programs (54%), followed by non-profit centres at 45%. The lowest return rate occurred among the profit centre-based programs - at 35%.

Table 2.3

Final Sample, Returns and Response Rates

		Region[*]			
Auspice		Central	Southeast	North	Southwest
Municipal	Sample	8	20	19	22
	Returns	7	11	12	11
	Response %	88%	55%	63%	50%
Non-Profit	Sample	247	163	111	222
	Returns	82	86	49	92
	Response %	33%	53%	44%	41%
Profit	Sample	129	85	25	111
	Returns	31	29	7	39
	Response %	24%	34%	28%	35%
Private Home Day Care	Sample	34	19	8	17
	Returns	18	14	3	8
	Response %	53%	74%	38%	47%

[*] Four respondents removed the questionnaire identification number. Because of this, the assignment of these questionnaires to a region was not possible.

Among non-profit programs, the highest response rates occurred in the southeast (53%), north (44%) and southwest (41%) regions respectively. Non-profit centres in the central region displayed the lowest response rate at 33%.

For profit programs, the highest response rate occurred among southwest (35%) and southeast (34%) programs, followed by programs in the north (28%) and central regions (24%).

All but one municipality in the central region responded, down to 50% of municipalities in the Southwest.

Finally, the highest response rate for PHDCs occurred in the Southeast (74%) and the lowest in the North (38%).

2.6 Questionnaire Editing and Preparation Of Data Entry Template and Data Entry

All returned questionnaires were logged, manually inspected and edited for logical consistency and clarity of responses as they were returned.

A data entry template was designed specific to the format of the questionnaire. The questionnaires were entered on an on-going basis into our in-house computer, as a prelude to data analysis.

2.7 Creation of Analysis Outline, Execution of Data Analysis and Preparation of Final Report

Based on consultation with the MCSS, the study team prepared an detailed analysis outline in the form of sample tables.

Subsequent to approval of the outline, the data analyses were performed and a final report prepared.

3.0 RESULTS : CENTRE-BASED CHILD CARE AGENCIES

This chapter of the report presents the primary results of the study. Sections 3.1 to 3.13 present results for all municipal, profit and non-profit **CENTRE-BASED CHILD CARE AGENCIES**. Sections 3.14 to 3.30 deal with **PRIVATE HOME DAY CARE AGENCIES.**

Within the presentation for centre-based agencies, municipal programs are presented separately and distinctly from the balance of non-profit programs.

The reader is reminded that municipalities reported their results in aggregate form. Thus, certain municipal figures presented in the findings relate to ALL the licensed centres under the charge of the Municipality.

One section of the questionnaire requested centres to provide information on the staff members who did and did not receive the Direct Operating Grant, the 1988 salaries paid before the grant, the methods used to distribute the grant and the grant amount.

This information was organized for analysis on a per staff basis. In cases where aggregate data was provided, the information was averaged across all staff to provide per staff figures. Thus, the bases for the salary tables are the total staff members and positions groupings reported, not the total number of centres.

All tables related to the findings can be found in Appendix A.

3.1 Percentage Of Grant Dollars Allocated For Selected Uses

- Overall, the centre-based sample accounts for approximately $10.5 million in 1988 Direct Operating Grant allocations which is approximately 23% of the total allocation of $46.5 million.

  Considering this amount, 72% was allocated to augment full time salaries and 7% to augment part time salaries. A further 6% and .3% were allocated to assist with full and part time benefits respectively. In total, 85% of the Direct Operating Grant allocations were used to augment salaries and benefits across this sample.
  See Table A-1

- Non-profit centres allocated approximately 86% of the Direct Operating Grant to salaries and benefits of full and part time staff - 70% to full time salaries, 12% to part time salaries, 4% and .4% to full and part time benefits respectively. See Table A-1

- On the other hand, profit centres distributed 99% of their Direct Operating Grant to salaries and benefits - 86% to full time salaries, 8% to part time salaries, 5% and .2% to full and part time benefits.
  See Table A-1

- Municipalities distributed 81% of the Direct Operating Grant to full and part time salaries and benefits - 70% to full time salaries, 2% to part time salaries, 9% and .2% to full and part time benefits respectively.
  See Table A-1

3.2 Percentage Of Staff Receiving The Grant

- Overall, fully 91% of all staff in the sample received a portion of the Direct Operating Grant. See Table A-2

- A larger percentage of full time staff received the Direct Operating Grant (96%) relative to part time staff (79%). See Table A-3

- Non-profit centres tended to allocate the grant to a larger proportion of both full (97%) and part time (82%) staff compared to profit centres (full time staff - 94%, part time staff - 73%). See Table A-3

3.3 Percentage Of Centres Using The Grant To Supplement Benefits

- Aside from salary, 39% of all centres reported using the Direct Operating Grant to supplement full time benefits and 18% to supplement part time benefits.
  See Table A-10

- Half of the municipalities reported using the Direct Operating Grant to supplement full time benefits compared to 38% of non-profit and 36% of profit centres.
  See Table A-10

- In a similar fashion, 25% of municipalities, 19% of non-profit and 13% of profit centres reported using the Direct Operating Grant for part time benefits.
  See Table A-10

3.4 Impact Of Direct Operating Grants On Salaries

As mentioned, 85% of the Direct Operating Grant dollars were used to supplement salaries and benefits across the sample.

When supplementing salaries, child care programs used the Direct Operating Grant in two ways. In the first case, the grant was used to supplement salaries only. In the second case the grant was used to supplement salaries and benefits. Results are presented for each situation.

Overall Impact On Salaries When The Direct Operating Grant Was Used To Supplement Salaries Only

- Among those programs that used the Direct Operating Grant TO SUPPLEMENT SALARIES ONLY, the grant increased full time salaries by an average of approximately $2,813 across ALL non-profit agencies (including municipalities) and $1,420 in profit agencies. In fact, profit programs consistently report salary increases approximately half that of non-profit programs.
- The highest percentage increase in full time staff salaries occurred within ALL non-profit programs at 18%, relative to profit programs at 12%.
- Considering part time salaries, the average increase was $1,099 across ALL non-profit agencies and $578 among profit agencies. This is a 21% increase for ALL non-profit agencies and a 12% increase within profit settings.

See Tables A-6 and A-7

Overall Impact On Salaries When The Direct Operating Grant Was Used To Supplement Salaries and Benefits

- Among those programs that used the Direct Operating Grant **TO SUPPLEMENT SALARIES AND BENEFITS**, the grant increased full time salaries by an average of $2,931 among ALL non-profit agencies and $1,318 within profit agencies.

  The Direct Operating Grant further assisted with full time benefits an average of $428 within ALL non-profit agencies and $185 for profit agencies.

Thus, among programs that used the Direct Operating Grant FOR FULL TIME SALARIES AND BENEFITS, the average increase in full time staff remuneration was $3,358 within ALL non-profit settings and $1,566 in profit agencies.

This translates into a 20% increase among ALL non-profit and a 13% increase among the profit programs.

With respect to part time salaries, ALL non-profit programs reported an average increase of $1,192 in part time salaries and $203 in benefits - for a total of $1,319. Profit programs reported an average increase of $517 in part time salaries and $84 in benefits - totalling $601. This represents a 25% increase for ALL non-profit agencies and a 12% increase in the profit settings.

See Tables A-4 and A-5

3.5 How The Direct Operating Grant Was Allocated

- Across all centres, the Direct Operating Grant was allocated to full time staff almost equally as a bonus (43%) or an increase to salary (38%). Grants were also distributed as a combination of bonus and salary increase (14%). See Table A-8
- However, a larger percentage of part time staff (45%) received the grant as salary relative to a bonus (35%). See Table A-9
- Full time staff tended to receive the Direct Operating Grant as a bonus in profit centres (51%), but as an increase to salary in municipalities (56%). Non-profit programs distributed the grant to full time staff equally as a bonus (41%) or salary increase (42%). See Table A-8
- On the other hand, part time staff tended to receive the Direct Operating Grant as an increase to salary in non-profit (47%) and municipal centres (52%), but could have received it either way in profit centres (Bonus - 39%, Salary - 36%). See Table A-9

3.6 Reasons Direct Operating Grant Was Not Given To Staff

- o Centres reported a number of reasons why full and part time staff did not receive the grant. The primary reasons the Direct Operating Grant was not given to full time staff included the fact the employee had left or was newly hired (14%), the salary was set by collective agreement (10%), the salary was set by pay equity formulae (8%), or that only E.C.Es qualified for the dollars (8%) - a misinterpretation of the guidelines. See Table A-13

- o With respect to part time staff, the primary staff who did not receive the grant were in a temporary/casual or contract position (28%), had been separated or newly hired (16%) or "a part-time position only" (16%). See Table A-15

3.7 Issues Regarding Direct Operating Grant Approvals and Distribution

Criteria For Distribution

- o The primary criteria for Direct Operating Grant distributions was the job level/position (28%) followed by a flat rate increase to all staff (23%), allocations based on education/qualifications (19%), and seniority (14%). This pattern holds across municipal, non-profit and profit programs. See Table A-15

Methods Of Distribution

- o The most popular methods for Direct Operating Grant payments included a pro-rated increase on each pay (39%), a quarterly payment (35%), and a one time payment (13%).

- o This pattern was fairly consistent across centre types, with the exception of profit centres preferring the quarterly payment (39%) over the pro-rated increase to each pay (33%), and Municipalities preferring the pro-rated increase (49%) relative to a one time or quarterly payment (both 19%). See Table A-16

Personnel Approving The Grant Distributions

- The Direct Operating Grant distributions were approved most often by the board of directors/owner/operator (45%), the board and agency director (16%) or the board/director and program staff (16%). See Table A-17
- For 27% of municipalities, the grant distributions were approved by municipal council or by the chief administrative officer/ regional manager (18%). See Table A-18
- For non-profit (48%) and especially profit (74%), the grant was approved by the board or the owner operator only. See Table A-17

Personnel Administering The Grant

- In large part, the Direct Operating Grant was administered by the board of directors/owner/operator (52%) or by the treasurer/ account/bookkeeper (27%). See Table A-19
- In 86% of private centres, the Direct Operating Grant was administered by the owner/operator, and in 90% of municipalities by the treasurer (the treasury department). See Table A-19

3.8 Union Involvement In Direct Operating Grant Distribution

- 89% of all centres in the sample were non-unionized. Among the 11% who were, 4% were completely unionized and 7% partially unionized. See Table A-20
- Within the unionized centres, 53% report that the union was involved in the Direct Operating Grant distribution. Of these, 24% reported that the union wanted the Direct Operating Grant distributed to non-child care staff. (eg; in multi-service centres, municipalities etc.). Overall, this translates into 6% of centres where the union was involved and 1% where the union wanted the grant allocated to non-child care staff. See Table A-20
- However, 58% of municipalities reported that the union was involved in the Direct Operating Grant distribution and among these, 36% reported the union wishing the grant given to non-child care staff. This translates to 18% of municipalities where the union wanted the grant used for non child care staff. In all situations where the union wished the non child care distribution, this allocation occurred. See Table A-20

- For 64% of the centres involved with unions, respondents had the impression that negotiations were amicable. The remaining 32% felt they were not.
  See Table A-21

- Primary reasons for the difficult negotiations included the fact that the union wanted payments made by an "across the board" percentage (33%) or they wanted both the Direct Operating Grant plus an additional salary increase in the contract (22%). See Table A-22

- Among the few community colleges that responded (5), 3 of the 5 reported the negotiations were not amicable, primarily because the union wanted an across the board percentage or the payments were deemed to be outside the collective agreement. See Table A-23, Table A-24

3.9 Use Of Direct Operating Grant For Non-Salary Purposes

Aside from using the Direct Operating Grant to supplement salaries and benefits, programs also used the grant for non salary purposes. This section of the report presents the results related to this non salary use.

Two general situations existed regarding non salary use of the Direct Operating Grant. The first occurred when a program realized a surplus of Direct Operating Grant dollars due to loss of staff or for some other reason. Area offices may have allowed centres to then apply the surplus to non salary items that would benefit staff on a one time/in year basis. In this case, the Direct Operating Grant was used for both salary and a one time/in year non salary use.

In the second case the Direct Operating Grant was used exclusively for non salary items, with no grant dollars used to supplement staff salary or benefits.

- Overall, 15% of Direct Operating Grant DOLLARS were used for non salary purposes. Municipalities used 19%, non-profit 14% and profit centres only .5%.
  See Table A-1

Exclusive Non Salary Use

- In this sample, only 4% of the programs reported using the Direct Operating Grant exclusively for non salary purposes. This rises to 9% for Municipalities, 4% for non-profit centres and only 1% for profit oriented programs. See Table A-26

Non Salary and Salary Use

- However, 28% of centres reported using the Direct Operating Grant for both non-salary and salary purposes - 59% for municipalities, 30% for non-profit centres and only 9% for profit centres. See Table A-27

- Across all programs, the primary types of non salary use included offsetting operating expenses (24% of non salary dollars), transitional grant reduction (22% of non salary dollars) and "affordability" (21% of non salary dollars). See Table A-27

- Primary non salary use by Municipalities included transitional grant reduction (36% of non salary grant dollars), "affordability" (21% of non salary grant dollars) and purchase of service contracts (21% of non salary grant dollars). See Table A-27

- For non-profit centres, primary non salary use included offsetting operating shortfalls (29% of non salary dollars) and "affordability" (21%). See Table A-27

- Profit centres were inclined to use non salary dollars to offset operating shortfalls (39%) and for purchase of service contracts (25%). See Table A-27

Reasons Why Direct Operating Grant Was Used For Non Salary Purposes

- The primary reasons for using the Direct Operating Grant on non salary items were that the non salary uses were perceived to have a higher priority (20%), that existing salaries and benefits were adequate (20%) or that the maximum allowable amounts of the grant had been allocated, yet because of staff turnover or other reasons, a surplus was left for non-salary use (10%). See Table A-28

- Programs that used the grant for SALARY INCREASES ONLY reported a slightly lower average grant amount for this purpose compared to programs that used the funding for SALARIES AND BENEFITS. However, programs that used the grant for SALARIES ONLY allocated a higher percentage of their grant dollars for NON SALARY USE (29%) relative to the programs supplementing SALARIES AND BENEFITS (5%).

3.10 Impact Of Direct Operating Grant on Parents' Fees

- For 34% of the centres, the Direct Operating Grant allowed parents' fees to remain the same, for a further 55%, the grant had no impact on parents' fees and for 6% the Direct Operating Grant actually reduced parents' fees. For 4% of the programs, respondents reported that the grant had actually increased parents' fees. See Table A-29

- For 50% of municipalities, the grant had allowed parents' fees to remain the same - a noticeably higher percentage than the sample as a whole (34%). See Table A-29

3.11 Workload Associated With Direct Operating Grant

- When the grant was first introduced, 63% of the centres felt the Direct Operating Grant increased their workload - 41% a moderately high degree and 22% a very high degree. Only 27% reported a low degree of workload increase because of the Direct Operating Grant. See Table A-30

- However, on an ongoing basis, 11% felt the grant has increased the workload a very high degree and 31% a moderately high degree. This represents a total of 41% who felt the workload has been increased, relative to 63% when the grant was introduced. See Table A-30

3.12 Other Direct Operating Grant Impacts and Final Comments

- Among those centres that reported financial information on benefits, the Direct Operating Grant supplemented approximately 15% of the cost of full time benefits and 21% of the cost of part time benefits. See Table A-11

- A listing of the types of benefits offered and the type of benefits supplemented by the Direct Operating Grant is included in Appendix D.

- 87% of centres reported that the additional employer costs associated with the use of the Direct Operating Grant for benefits was NOT a financial burden. This finding is consistent, regardless of auspice. See Table A-12

- Other positive impacts of the Direct Operating Grant were that it increased salaries and benefits (14%), that staff morale was improved (9%) and the enhanced professional recognition resulting from the grant (6%). See Table A-31

- On the negative side, other impacts included the workload increase (7%), that the implementation/ guidelines and forms were not clear (7%), and the discrepancy between profit and non-profit centres - especially for the profit centres (12%). See Table A-31

Final Comments

- Across all centres, 59% reported the Direct Operating Grant had greatly improved salary and benefit levels and 33% slightly improved. In total, 92% of centres felt the Direct Operating Grant had improved salary and benefit levels. This pattern is consistent regardless of auspice. See Table A-24

- Only 4% felt the grant has had a negative impact. These were mostly profit centres, and their reasons included the fact they received only 50% of the grant (38%), that they have no access to other funding allowances (38%) and that their staff felt entitled to the entire grant (17%). See Table A-25

Respondents were asked to make any final comments regarding the activation of the Direct Operating Grant. The most predominant included;

- Direct Operating Grant allocation needs standardizing (11%)
- ECE earning potential has increased (6%)
- More information should have been available at the outset (5%)

3.13 RESULTS : PRIVATE HOME DAY CARE AGENCIES

The following sections of the report presents the primary results for private home day care agencies (PHDCs).

The reader is again reminded that PHDCs reported their results in aggregate form. Thus, certain PHDC figures presented in the findings relate to all the licensed provider homes under the responsibility of the PHDC.

THE NUMBER OF CASES FOR PROFIT ORIENTED PHDCS IS SMALL AND THE RESULTS SHOULD BE INTERPRETED WITH CAUTION. IN CASES WHERE THE CELL SIZES ARE TOO SMALL FOR RELIABLE REPORTING AN "*" WILL REPLACE THE CELL NUMBER.

3.14 Percentage Of Direct Operating Grant Dollars Allocated For Selected Uses

- In this study, PHDCs account for approximately $3.4 million in 1988 Direct Operating Grant allocations which represents 7% of the total $46.5 million allocation.

  Overall, 68% of these grants were allocated to augment provider payments, 18% for full time salaries and 1% to augment part time salaries. A further 2% and .3% were allocated to assist with full and part time benefits respectively.

  As a total, 89% of the Direct Operating Grants were used to augment salaries, benefits or provider payments within PHDCs. See Table A-34

3.15 Percentage Of Grant Dollars Distributed To Full and Part Time Staff (Excluding Providers)

- Non-profit PHDCs allocated approximately 21% of the Direct Operating Grant to salaries and benefits of full and part time staff - 18% to full time salaries, 1% to part time salaries, 2% and .3% to full and part time benefits respectively. See Table A-34
- On the other hand, profit PHDCs distributed 31% of their Direct Operating Grant to salaries and benefits -30% to full time salaries and 1% to full time benefits.
- Within this sample, NO PROFIT PHDCs reported using the Direct Operating Grant for part time salaries and benefits. See Table A-34

3.16 Percentage Of Staff Receiving The Grant (Excluding Providers)

- Overall, 80% of full time staff and 69% of part time staff in the sampled PHDCs received a portion of the Direct Operating Grant. See Tables A-35, A-36
- Non-profit PHDCs allocated the grant to 79% of full time staff and 71% of part time staff.
- However, profit centres allocated the grant to 95% of full time staff and virtually no part time staff. See Tables A-35 and A-36

3.17 Percentage Of PHDCs Using The Grant To Supplement Benefits

- Aside from salary, 47% OF PHDC AGENCIES reported using the Direct Operating Grant to supplement full time benefits and 14% to supplement part time benefits. See Table A-46
- A larger percentage of profit PHDCs supplemented full time benefits (50%) relative to non-profit (46%). See Table A-46

3.18 Amount Of The Direct Operating Grant Among Programs That Used Direct Operating Grant To Supplement Salaries Only (As Opposed To Salaries and Benefits)

- Among those PHDCs that used the Direct Operating Grant **TO SUPPLEMENT SALARIES ONLY**, non-profit centres reported the highest Direct Operating Grant allocations for full time salaries at $2,692, followed by profit centres at $2,010.[2] See Table A-39
- Among part time staff, non-profit PHDCs reported an average direct operating grant of $1,633. See Table A-40

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[2] Profit PHDCs received only one half the Direct Operating Grant of non-profit agencies. Yet, profit PHDCs allotted a larger percentage of their Direct Operating Grant dollars to FULL TIME STAFF SALARIES compared to non-profit. As a result, the average Direct Operating Grant to full time staff in profit PHDCs was greater than one half that received by full time non-profit staff.

Percentage Increase In Salaries

- In percentage terms, full time staff in non-profit centres enjoyed an increase of 12%. See Table A-39

3.19 Amount Of The Direct Operating Grant Among PHDCs That Used Direct Operating Grant To Supplement Salaries AND Benefits

- Among PHDCs that used the Direct Operating Grant TO SUPPLEMENT SALARIES AND BENEFITS, the grant increased full time salaries among the non-profit agencies by $2,969, and by $2,009 among profit agencies.

  The Direct Operating Grant further assisted with full time benefits an average of $549 among non-profit PHDCs and $164 for the profit agencies.

- This means that non-profit PHDCs report the highest Direct Operating Grant increases for full time staff at $3,518 relative to profit PHDCs ($2,172). In the non-profit settings this represents a 14% increase; and in the profit settings it was a 17% increase. See Table A-37

- Among part time staff, non-profit programs reported an average augmentation of $2,197. See Table A-38

3.20 How The Direct Operating Grant Was Allocated To Staff (Excluding Providers)

- PHDCs tended to allocate the grant to full time staff as equally a bonus (41%) or salary (44%), a combination of bonus and salary (1%) or in some other way (9%). See Table A-41

- However, a larger percentage of part time staff (60%) received the grant as salary relative to a bonus (20%). See Table A-42

- Full time staff tended to receive the Direct Operating Grant as a bonus in profit PHDCs (55%), but as an increase to salary in non-profit (51%). See Table A-41

3.21 Reasons Direct Operating Grant Was Not Given To Staff (Excluding Providers)

- The primary reasons the grant was not allocated to PHDC full time staff were that it was used to offset the transitional grant (30%), that the salary was set by employment equity/job evaluation formula (10%) or that MCSS approval was withheld (10%). See Table A-49

- The primary part time staff who did not receive the grant were designated "part time" (36%) or in a temporary/casual or contract position (18%). See Table A-50

3.22 Amount Of The Direct Operating Grant Among PHDCs That Used Direct Operating Grant To Supplement Provider Payments

Percentage Of Grant Dollars Distributed To Providers

- As mentioned, 68% of Direct Operating Grant dollars were used to supplement provider payments. See Table A-34

- Both non-profit and profit PHDCs allocated approximately 68% of grant dollars to providers. See Table A-34

Percentage Of Providers Receiving The Grant

- Virtually 100% of all PHDC providers received a portion of the Direct Operating Grant. This is true for both non-profit and profit PHDC programs. See Table A-43

Dollar Increases In Provider Payments

- Non-profit PHDC programs provided a higher increase ($721) relative to profit ($290). See Table A-44

Percentage Increase In Provider Payments

- In percentage terms, the Direct Operating Grant increased provider payments by 14% for non-profit and 6% for profit PHDCs. See Table A-44

3.23 How The Direct Operating Grant Was Allocated To Providers

- Providers received the grant as a bonus (36%), increased rates (29%) or in some other way (31%). See Table A-45

- Relatively more profit PHDCs awarded the grant as a bonus (50%) relative to non-profit (34%). See Table A-45

3.24 Issues Regarding Direct Operating Grant Approvals and Distribution

Criteria For Distribution

- The primary criteria for Direct Operating Grant distributions were the hours of care provided (24%), the job level/position (16%), followed by a flat rate increase to all staff (16%). More profit PHDCs (30%) allocated the grant as a flat rate increase relative to non-profit (14%). See Table A-51

Methods Of Distribution

- The most popular methods for Direct Operating Grant payments included a pro-rated increase on each pay (26%), across the board increase to payment rates (23%), quarterly payments (17%) and a quarterly bonus based on hours of care (13%). See Table A-52

- Profit PHDCs preferred the quarterly payment (50%), whereas non-profit programs used the pro-rated increase (28%) or across the board increase to rates (24%). See Table A-52

Personnel Approving The Grant Distributions

- The Direct Operating Grant distributions were approved most often by the municipal council/ board of education/ board of regents (18%), the board and agency director (17%), the board of directors/ owner operator only (15%) and the board of directors/ program staff (13%). See Table A-53

- For 75% of profit centres, the grant distributions were approved by the board of directors/ owner operator only. This occurred for only 12% of non-profit PHDCs. See Table A-53

Personnel Administering The Grant

- Among PHDCs, the grant was administered in a number of ways. These included the treasurer/ payroll/ bookkeeper (31%), the board of directors/ owner/ operator (21%) or supervisory staff (21%). See Table A-54
- In 100% of profit PHDCs, the Direct Operating Grant was administered either by the owner/operator OR the board and staff. In non-profit PHDCs, grant administration was undertaken primarily by the treasurer/ bookkeeper (34%) or by supervisory staff (24%). See Table A-54

3.25 Union Involvement In Direct Operating Grant Distribution

- 79% of PHDCs in the sample were non-unionized. Among the 21% who were, 5% were completely unionized and 16% partially unionized. See Table A-55
- 56% of the unionized PHDCs reported that the union was involved in the Direct Operating Grant distribution. Of these, 100% reported that the union wanted the Direct Operating Grant distributed to non-child care staff.

  This translates into 12% of PHDCs where the union was involved and 12% where the union wanted the grant allocated to non-child care staff. See Table A-55

3.26 Use Of Direct Operating Grant For Non-Salary Purposes

Similar to centre-based programs, PHDCs used the Direct Operating Grant for non salary purposes. This section of the report presents the results relating to this non salary use.

As a reminder, two general situations existed regarding non salary use of the Direct Operating Grant. The first occurred when a program realized a surplus of Direct Operating Grant dollars due to loss of staff or for some other reason. Area offices may have allowed PHDCs to then apply the surplus to non salary items that would benefit staff on a one time/in year basis. In this case, the Direct Operating Grant was used for both salary and non salary uses.

In the second case the Direct Operating Grant was used exclusively for non salary items, with no grant dollars used to supplement staff salary or benefits.

- 11% of Direct Operating Grant DOLLARS were used by PHDCs for non salary purposes. Non-profit PHDCs used 10% and profit programs used .5%. See Table A-34

Exclusive Non Salary Use

- In this sample, NO PHDCs reported using the Direct Operating Grant exclusively for non salary purposes. See Table A-59

Non Salary and Salary Use

- However, 42% of PHDCs reported using the Direct Operating Grant for both non-salary and salary purposes - 44% for non-profit and 25% for profit PHDCs. See Table A-58
- The major non salary uses included transitional grant reduction (50% of non salary dollars) and staff training (21% of non salary dollars). See Table A-60
- Primary non salary use by non-profit PHDCs included transitional grant reduction (50% of non salary grant dollars) and staff training (21% of non salary dollars). See Table A-60

Reasons Why Direct Operating Grant Was Used For Non Salary Purposes

- The primary reasons PHDCs used the Direct Operating Grant on non salary items were that the non salary uses were perceived to have a higher priority (30%), that existing salaries and benefits were adequate (20%) and to reduce staff training costs (10%). See Table A-61

3.27 Impact Of Direct Operating Grant on Parents' Fees

- For 39% of the PHDCs, the Direct Operating Grant allowed parents' fees to remain the same and for a further 59%, the grant had no impact on parents' fees. 3% of PHDCs reported fees were reduced. See Table A-62

3.28 Workload Associated With Direct Operating Grant

- Considering when the grant was first introduced, 76% of the PHDCs felt the Direct Operating Grant increased their workload - 45% a moderately high degree and 31% a very high degree. See Table A-63

- However, on an ongoing basis, 10% felt the grant has increased the workload a very high degree and 48% a moderately high degree - a total of 58% reporting an increase in workload relative to 76% when the grant was introduced. See Table A-63

3.29 Other Direct Operating Grant Impacts and Final Comments

- Among PHDCs that reported financial information on benefits, the Direct Operating Grant supplemented approximately 17% of full time benefits. See Table A-47
- A listing of the types of benefits offered by PHDCs and the type of benefits supplemented by the Direct Operating Grant is included in Appendix E.
- 79% of PHDCs reported that the additional employer costs associated with the use of the Direct Operating Grant for benefits was NOT a financial burden. See Table A-48
- Other positive impacts of the Direct Operating Grant were that it increased salaries and benefits (6%), provided incentives for providers to work for a licensed agency (11%) and it stabilized turnover of staff and providers (6%). See Table A-64
- On the negative side, other impacts included the administrative confusion (17%), the workload increase (6%), and increased tension between child care and non child care staff (6%). See Table A-64

Final Comments

- Across all PHDCs, 31% reported the Direct Operating Grant had greatly improved salary and benefit levels and 45% slightly improved. In total, 76% of PHDCs felt the Direct Operating Grant had improved salary and benefit levels. See Table A-56
- 12% felt the grant had not changed salary and benefit levels, and only 7% felt the grant had a negative impact. See Table A-56
- The positive impact of the program on provider payments was noticeably stronger than the impact on staff salaries and benefits. Over 90% of PHDCs felt the program improved provider payments - 32% greatly and 59% slightly. See table A-57

PHDC respondents were asked to make any final comments regarding the activation of the Direct Operating Grant. The most predominant included;

- "Thanks for taking an interest in E.C.E. - grants most welcome" (9%)
- Direct Operating Grant Allocation needs standardizing (9%)
- Continue Direct Operating Grant funding (5%)
- ECE earning potential has increased (5%)
- More information should have been available at the outset (5%)
- Forms complicated/ confusing (5%)

See Table A-65

4.0 SUMMARY OF PRIMARY FINDINGS : CENTRE-BASED PROGRAMS

4.1 PERCENTAGE OF GRANT DOLLARS ALLOCATED FOR SELECTED USES

Overall Salary Allocations

- Overall, the centre-based sample accounts for approximately $10.5 million in 1988 Direct Operating Grant allocations, which is approximately 23% of the total allocation of $46.5 million.

  In total, 85% of the Direct Operating Grant dollars were used to augment salaries and benefits across this sample.

  72% was allocated to augment full time salaries and 6% for full time benefits. A further 7% was used to augment part time salaries and .3% to assist with part time benefits.

- Fully 91% of all staff in the sample received a portion of the Direct Operating Grant - 96% of full time staff and 79% of part time staff.

Overall Non-Salary Allocations

- 15% of Direct Operating Grant dollars were used for non-salary purposes.

- Across all programs, the primary types of non-salary use included offsetting operating expenses (24% of non-salary dollars), transitional grant reduction (22% of non-salary dollars) and "affordability" (21% of non-salary dollars).

4.2 PERCENTAGE OF GRANT DOLLARS ALLOCATED BY PROGRAM

Salary Allocations By Program

- Non-profit programs allocated approximately 86% of the Direct Operating Grant to salaries and benefits of full and part time staff - 70% to full time salaries, 4% to full time benefits; 12% to part time salaries and .4% to part time benefits.

- Municipalities distributed 81% of the Direct Operating Grant to full and part time salaries and benefits - 70% to full time salaries, 9% to full time benefits; 2% to part time salaries and .2% to part time benefits.
- On the other hand, profit programs distributed 99% of their Direct Operating Grant to salaries and benefits - 86% to full time salaries, 5% to full time benefits; 8% to part time salaries and .2% to part time benefits.

Non Salary Allocations By Program

- Non-Profit programs allocated 14% of their Direct Operating Dollars to non-salary uses - municipalities 19% and profit programs only .5%.

4.3 IMPACT OF DIRECT OPERATING GRANTS ON SALARIES

As mentioned, 85% of the Direct Operating Grant dollars were used to supplement salaries and benefits across the sample.

When supplementing salaries, child care programs used the Direct Operating Grant in two ways. In the first case, the grant was used to supplement salaries only. In the second case the grant was used to supplement salaries _and_ benefits. Results are presented for each situation.

Overall Impact On Salaries When The Direct Operating Grant Was Used To Supplement Salaries _Only_

- Among those programs that used the Direct Operating Grant TO SUPPLEMENT SALARIES ONLY, the grant increased full time salaries by an average of approximately $2,813 across ALL non-profit agencies (including municipalities) and $1,420 in profit agencies. In fact, profit programs consistently report salary increases approximately half that of non-profit programs.
- The highest percentage increase in full time staff salaries occurred within ALL non-profit programs at 18%, relative to profit programs at 12%.
- Considering part time salaries, the average increase was $1,099 across ALL non-profit agencies and $578 among profit agencies. This is a 21% increase for ALL non-profit agencies and a 12% increase within profit settings.

Overall Impact On Salaries When The Direct Operating Grant Was Used To Supplement Salaries and Benefits

- Among those programs that used the Direct Operating Grant TO SUPPLEMENT SALARIES AND BENEFITS, the grant increased full time salaries by an average of $2,931 among ALL non-profit agencies and $1,318 within profit agencies.

  The Direct Operating Grant further assisted with full time benefits an average of $428 within ALL non-profit agencies and $185 for profit agencies.

  Thus, among programs that used the Direct Operating Grant FOR FULL TIME SALARIES AND BENEFITS, the average increase in full time staff remuneration was $3,358 within ALL non-profit settings and $1,566 in profit agencies.

  This translates into a 20% increase among ALL non-profit and a 13% increase among the profit programs.

  With respect to part time salaries, ALL non-profit programs reported an average increase of $1,192 in part time salaries and $203 in benefits - for a total of $1,319. Profit programs reported an average increase of $517 in part time salaries and $84 in benefits - totalling $601. This represents a 25% increase for ALL non-profit agencies and a 12% increase in the profit settings.

4.4 DIRECT OPERATING GRANT USAGE FOR NON SALARY PURPOSES

- As stated above, only 15% of all Direct Operating Grant dollars were used for non-salary purposes.
- Only 4% OF THE PROGRAMS reported using the Direct Operating Grant EXCLUSIVELY FOR NON SALARY PURPOSES.
- Yet, 28% of programs reported using the Direct Operating Grant for a COMBINATION OF NON-SALARY AND SALARY PURPOSES.
- The primary reasons for using the Direct Operating Grant on non salary items were the perception that non salary uses had a higher priority (20%), that existing salaries and benefits were adequate (20%) or that the maximum allowable amounts of the grant had been allocated, yet because of staff turnover or other reasons, a surplus was left for non-salary use (10%).

- Programs that used the grant for SALARY INCREASES ONLY reported a slightly lower average grant amount for this purpose compared to programs that used the funding for SALARIES AND BENEFITS. However, programs that used the grant for SALARIES ONLY allocated a higher percentage of their grant dollars for NON SALARY USE (29%) relative to the programs supplementing SALARIES AND BENEFITS (5%).

4.5 IMPLEMENTATION ISSUES RELATED TO DIRECT OPERATING GRANT DISTRIBUTION, APPROVALS AND WORKLOAD

- Centre-based programs implemented a variety of criteria in distributing the grant, from the job level/position, to a flat rate increase, to educational qualifications and seniority.
- The grants were given almost equally as a bonus (43%), a base salary increase (38%) or a combination of bonus and salary increase (14%).
- Approvals for the grant were made most often by the board of directors/owner operator or by the board/owner in combination with the agency director or program staff. The grant was usually administered by board/operator or the treasurer/bookkeeper.
- A number of programs also reported that the guidelines for distribution of the grant were not clear. They felt that this situation could be ameliorated if the "implementation/allocation formula" were standardized across the province.
- In addition, 63% of programs felt the grant increased their workload when it was introduced and 41% report the workload has increased on an on-going basis.

4.6 UNION INVOLVEMENT IN DIRECT OPERATING GRANT DISTRIBUTION

- Approximately 11% of all centre-based programs in the sample were unionized.
- Among those that were unionized, 53% reported the union involved in the grant distribution. Of these, 24% reported that the union wanted the grant distributed to non-child care staff (eg; in multi-service centres, municipalities etc.).
- Overall, this translates into 6% of programs where the union was involved and 1% where the union wanted the grant allocated to non-child care staff.

4.7 SUMMARY OF PRIMARY FINDINGS : PRIVATE HOME DAY CARE AGENCIES

THE NUMBER OF CASES FOR PROFIT ORIENTED PHDCS IS SMALL. THESE RESULTS SHOULD BE INTERPRETED WITH CAUTION.

4.8 PERCENTAGE OF GRANT DOLLARS ALLOCATED FOR SELECTED USES

Overall Provider Payment and Salary Allocations

- In this study, PHDCs account for approximately $3.4 million in 1988 Direct Operating Grant allocations. This translates into approximately 7% of the $46.5 million dollar allocation in 1988.

  Overall, 89% of PHDC Direct Operating Grant dollars were used to augment provider payments, salaries or benefits.

  68% of grant dollars were allocated to augment provider payments, 18% for full time salaries and 2% for full time benefits. A further 1% was allocated to assist with part time salaries and .3% for part time benefits.

- Virtually 100% of providers, 80% of full time staff and 69% of part time staff in the sampled PHDCs received a portion of the grant.

Overall Non-Salary Allocations

- Among the sampled PHDCs, 11% of Direct Operating Grant dollars were used for non salary purposes.

- The primary types of non salary use included transitional grant reduction (50% of non salary dollars) and staff training (21% of non salary dollars).

4.9 PERCENTAGE OF GRANT DOLLARS ALLOCATED BY PROGRAM

Provider Payments and Salary Allocations By Program

- Both non-profit and profit PHDCs allocated approximately 68% of grant dollars to provider payments.

- Non-profit PHDCs allocated approximately 21% of the Direct Operating Grant to salaries and benefits of full and part time staff - 18% to full time salaries, 2% to full time benefits; 1% to part time salaries and .3% to part time benefits.

- Profit PHDCs distributed 31% of their Direct Operating Grant to salaries and benefits - 30% to full time salaries and 1% to full time benefits.

- Within this sample, NO PROFIT PHDCs reported using the Direct Operating Grant for part time salaries and benefits.

Non Salary Allocations By Program

- Non-profit PHDCs used 11% of their Direct Operating Grant dollars for non-salary uses. Profit programs used .5%.

4.10 IMPACT OF DIRECT OPERATING GRANT ON PROVIDER PAYMENTS

Overall Impact On Provider Payments

- As stated, 68% of PHDC Direct Operating Grant dollars were distributed to providers.

Impact On Provider Payments By Program

- On average, non-profit PHDCs provided a higher provider payment increase ($721) relative to profit programs ($290).
- On a percentage basis, provider payments increased by 14% for non-profit PHDCs and 6% for profit PHDCs.

4.11 IMPACT OF DIRECT OPERATING GRANT ON PHDC STAFF SALARIES

PHDCs used 22% of their Direct Operating Grant dollars to supplement salaries and benefits of full and part time staff.

As with centre-based programs, they distributed the Grant in two ways. In the first case, the grant was used to supplement salaries only, and in the second to supplement salaries and benefits. Results are presented for each situation.

Overall Impact When The Direct Operating Grant Was Used To Supplement Salaries Only

- Considering the PHDCs that used the Direct Operating Grant TO SUPPLEMENT SALARIES ONLY, the grant increased full time salaries among non-profit PHDCs an average of $2,692, relative to profit programs at $2,010[3].

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[3] Profit PHDCs received only one half the Direct Operating Grant of non-profit agencies. Yet, profit PHDCs allotted a larger percentage of their Direct Operating Grant dollars to FULL TIME STAFF SALARIES compared to non-profit. As a result, the average Direct Operating Grant to full time staff in profit PHDCs was greater than one half that received by full time non-profit staff.

Overall Impact When The Direct Operating Grant Was Used To Supplement Salaries And Benefits

- Among PHDCs that used the Direct Operating Grant TO SUPPLEMENT SALARIES **AND** BENEFITS, the grant increased full time salaries among the non-profit agencies by $2,969, and by $2,009 among profit agencies.

  The Direct Operating Grant further assisted with full time benefits an average of $549 among non-profit PHDCs and $164 for the profit agencies.

- This means that non-profit PHDCs report the highest Direct Operating Grant increases for full time staff at $3,519 relative to profit PHDCs ($2,172).

- In non-profit settings this represents a 14% increase, and a 17% increase in profit agencies.

4.12 DIRECT OPERATING GRANT USAGE FOR NON SALARY PURPOSES AMONG PHDCs

- As stated, 11% of the Direct Operating Grant dollars were used by PHDCs for non-salary purposes.

- In this sample, NO PHDCs reported using the Direct Operating Grant exclusively for non salary purposes.

- Yet, 42% of PHDCs used the Direct Operating Grant for a combination of non-salary and salary purposes.

- The primary reasons PHDCs used the Direct Operating Grant on non salary items were that the non salary uses were perceived to have a higher priority (30%), that existing salaries and benefits were adequate (20%) and to reduce staff training costs (10%).

4.13 IMPLEMENTATION ISSUES REGARDING DIRECT OPERATING GRANT DISTRIBUTION, APPROVALS AND WORKLOAD

- As with centre-based programs, PHDCs implemented a variety of criteria in distributing the grant, from the hours of care provided to job level/position, to a flat rate increase.

- PHDCs tended to allocate the grant to full time staff equally as a bonus (41%) or salary (44%), a combination of bonus and salary (1%) or in some other way (9%). Providers received the grant as a bonus (36%), increased rates (29%) or in some other way (31%).

- The grant distributions were approved most often by the municipal council/ board of education/ board of regents, the board and agency director, the board of directors/ owner operator only, and the board of directors/ program staff.

- As before, a number of PHDCs also reported that the guidelines for distribution of the Direct Operating Grant were not clear and that "the Grant implementation/ allocation formula" should be standardized.

- In addition, 76% of PHDCs felt the grant increased their workload when it was introduced and 57% report the workload increased on an on-going basis.

4.14 UNION INVOLVEMENT IN DIRECT OPERATING GRANT DISTRIBUTION IN PHDCS

- 21% of all PHDCs in the sample were unionized.

- 53% of the unionized PHDCs reported the union involved in the grant distribution; of which 100% reported that the union wanted the grant distributed to non child care staff.

- Overall, 12% of PHDCs had the union involved in grant distribution and, for all of them, the union wanted the grant allocated to non-child care staff.

5.0 PRIMARY CONCLUSIONS : CENTRE-BASED PROGRAMS

5.1 DIRECT OPERATING GRANT USAGE FOR SALARY AND BENEFITS AMONG CENTRE-BASED PROGRAMS

We can conclude that the direct operating grant was clearly used to supplement either salaries OR salaries and benefits of child care staff in the sample, given the vast majority of grant dollars were allocated to this purpose - and that over 90% of staff received a portion.

We can further conclude that sampled child care programs did, in fact, address salary and benefit improvements as a first priority - thus properly reflecting the 1988 guidelines and procedures associated with the grant.

5.2 DIRECT OPERATING GRANT USAGE FOR NON SALARY PURPOSES

In the first year of the Direct Operating Grant Program, we can conclude that only a small proportion of the dollars were used for non salary purposes (15%). Although 28% of Programs used some amount of the direct operating grant for non salary purposes, only 4% of programs employed the grant exclusively for non salary use.

The non salary monies were used primarily to offset operating expenditures, for transitional grant reduction or "affordability".

This finding is further confirmation that child care programs dealt with salary and benefit improvements as a first priority - again properly reflecting the first year guidelines associated with grant use.

Fully, 99% of the Grant dollars were allocated to provider payments, plus salaries and benefits of staff in profit oriented agencies. This is the highest percentage allocation to staff/ provider payments among all agency types. Given this, we can conclude that profit programs did as well as non-profit programs in allocating Grant dollars to agency personnel.

5.3 IMPACT ON SALARIES WHEN THE DIRECT OPERATING GRANT WAS USED TO SUPPLEMENT SALARIES ONLY (AS OPPOSED TO SALARIES AND BENEFITS)

In the cases where the Direct Operating Grant was used TO SUPPLEMENT SALARIES ONLY, we can conclude it has increased salaries for full time staff by approximately $2,813 (18%) across ALL non-profit agencies (including municipalities) and by $1,420 (12%) in profit agencies. The grant increased average salaries for part time staff by $1,099 (21%) across ALL non-profit agencies and $578 (12%) among profit agencies.

We can also conclude that the largest percentage increases occurred among non-profit programs due again to the lower relative salaries paid to non-profit child care workers and thus the larger relative increase to salary as a result of the grant. Further, average increases to salaries for the profit sector were approximately half that of non-profit programs.

Given the above findings, in conjunction with the fact that 92% of respondents felt the grant had improved salary and benefit levels in child care (with almost [illegible]0% reporting it had greatly improved levels), we can conclude that the Direct Operating Grant has had a meaningful, positive impact on the salary and benefit levels of staff in the child care sector in its first year of operation.

5.4 IMPACT ON SALARIES WHEN THE DIRECT OPERATING GRANT WAS USED TO SUPPLEMENT SALARIES AND BENEFITS

In situations where the Direct Operating Grant was used TO SUPPLEMENT SALARIES AND BENEFITS, we can conclude it has augmented average salaries for full time staff by $3,358 (20%) within ALL non-profit settings and by $1,566 (13%) in profit agencies. Further, the grant augmented average salaries for part time staff by $1,319 (25%) in ALL non-profit agencies and by $601 (12%) in profit agencies.

We can also conclude that the largest percentage increases occurred among non-profit programs. This is due in part to the lower relative salaries paid to non-profit child care workers and thus the larger relative increase to salary as a result of the grant.

Average increases to salaries for the profit sector were approximately half that of non-profit programs. This is consistent with the 50% of the grant received by profit programs.

We can further conclude that the grant has had an equitable impact on staff income, whether it was distributed as salary only or a combination of salary and benefits - given the similar grant amounts received and the similar percentage increases in both situations.

5.5 SECONDARY CONCLUSIONS : CENTRE-BASED PROGRAMS

5.6 IMPLEMENTATION ISSUES REGARDING DIRECT OPERATING GRANT DISTRIBUTION, APPROVALS AND WORKLOAD

Grants were given almost equally as a bonus or salary increase, and approvals were usually made by the board/ owner or by the board in conjunction with staff.

We can conclude that centre-based child care programs used a variety of criteria and methods to distribute and actually pay the grant to staff.

We can also conclude that the distribution of the grant has increased the workload for over 40% of agencies and the interpretation and implementation of the guidelines has been a source of confusion and administrative complexity for a number of programs. The ministry could possibly investigate ways to ameliorate this situation.

5.7 UNION INVOLVEMENT IN DIRECT OPERATING GRANT DISTRIBUTION

We can conclude that within the non-profit and profit sectors, the role played by the union in the distribution of the direct operating grant was minimal, primarily due to the low level of unionization in these sectors.

However, in over half the settings where there were unions, the union was involved in the distribution of grant dollars.

5.8 PRIMARY CONCLUSIONS : PRIVATE HOME DAY CARE AGENCIES

5.9 DIRECT OPERATING GRANT USAGE FOR PROVIDER PAYMENTS, SALARY AND BENEFITS AMONG PHDCs

We can conclude that the direct operating grant was clearly used by PHDCs to supplement provider payments and the salaries and benefits of staff in the sample - given the vast majority of dollars allocated to this purpose, and that 80% of full time staff and 100% of providers received a portion.

We can further conclude that PHDCs did address salary and benefit improvements as a first priority - thus properly reflecting the guidelines and procedures connected with the grant.

5.10 DIRECT OPERATING GRANT USAGE FOR NON SALARY PURPOSES AMONG PHDCs

We can again conclude that in the first year of the Direct Operating Grant Program, only a small proportion of the dollars were used by PHDCs for non salary purposes (11%). Although 42% of programs used some amount of the direct operating grant for non salary purposes, NO PHDCs employed the grant exclusively for non salary use.

The non salary monies were used primarily for transitional grant reduction and staff training.

This finding again confirms that PHDCs dealt with salary, benefit and provider payments as a first priority - properly reflecting the first year guidelines and procedures associated with grant use.

5.11 IMPACT OF DIRECT OPERATING GRANT ON PROVIDER PAYMENTS

In cases where the Direct Operating Grant was used TO SUPPLEMENT PROVIDER PAYMENTS, we can conclude it has increased average payments by $721 in non-profit settings and $290 in profit agencies.

Non-profit PHDC providers saw their payments increase by 14% relative to 6% for profit PHDC providers.

Further, 90% of PHDC respondents felt the grant had improved provider payments. This fact, combined with the payment increases, leads us again to conclude that the Direct Operating Grant has had a positive impact on provider payments in PHDCs.

5.12 IMPACT OF DIRECT OPERATING GRANT ON SALARIES WHEN USED TO SUPPLEMENT SALARIES ONLY

In cases where the Direct Operating Grant was used TO SUPPLEMENT SALARIES ONLY, we can conclude it has increased full time salaries among non-profit PHDCs by an average of $2,692, relative to profit programs at $2,011.

5.13 IMPACT OF DIRECT OPERATING GRANT ON SALARIES WHEN USED TO SUPPLEMENT SALARIES AND BENEFITS

In cases where the Direct Operating Grant was used TO SUPPLEMENT SALARIES AND BENEFITS in PHDCs, we can conclude it has augmented average salaries for full time staff by $3,518 relative to profit PHDCs ($2,172). In the non-profit settings, this was a 14% increase and in the profit agencies a 17% increase.

Given the above findings and the fact that 76% of PHDC respondents felt the grant had improved salary and benefit levels, we can conclude that the Direct Operating Grant has had a positive impact on the salary and benefit levels of staff in PHDCs.

5.14 SECONDARY CONCLUSIONS :PRIVATE HOME DAY CARE AGENCIES

5.15 ISSUES REGARDING DIRECT OPERATING GRANT DISTRIBUTION, APPROVALS AND WORKLOAD

We can conclude that PHDCs used a variety of criteria and methods to distribute and actually pay the grant to staff.

We can conclude that the distribution of the grant has increased the workload for over 57% of PHDCs and the interpretation and implementation of the guidelines again has been a source of confusion and complexity for a number of PHDCs.

5.16 UNION INVOLVEMENT IN DIRECT OPERATING GRANT DISTRIBUTION IN PHDCS

We can conclude that within PHDCs, the role played by the union in the distribution of the direct operating grant was somewhat minimal, primarily due to the low level of unionization among PHDCs.

TABLE A-1

PERCENTAGE OF TOTAL DIRECT OPERATING GRANT USED FOR SELECTED PURPOSES IN 1988

	TYPE OF CENTRE			TOTAL
	MUNICIPAL	NON PROFIT	PROFIT	
PERCENTAGE OF DIRECT OPERATING GRANT FOR FULL-TIME SALARIES				
Average...........	69.7%	69.5%	86.3%	71.6%
Number............	44	310	106	460
PERCENTAGE OF DIRECT OPERATING GRANT FOR FULL-TIME BENEFITS				
Average...........	8.8%	4.4%	4.8%	6.3%
Number............	44	310	106	460
PERCENTAGE OF DIRECT OPERATING GRANT FOR PART-TIME SALARIES				
Average...........	2.1%	11.8%	8.1%	7.3%
Number............	44	310	106	460
PERCENTAGE OF DIRECT OPERATING GRANT FOR PART-TIME BENEFITS				
Average...........	.2%	.4%	.2%	.3%
Number............	44	310	106	460
PERCENTAGE OF DIRECT OPERATING GRANT FOR NON-SALARY PURPOSES				
Average...........	19.2%	13.8%	.5%	14.5%
Number............	44	310	106	460

TABLE A-2

PERCENTAGE OF STAFF WHO RECEIVED AND DID NOT RECEIVE DIRECT OPERATING GRANT

ALL STAFF

	TYPE OF CENTRE			TOTAL
	MUNICIPAL	NON PROFIT	PROFIT	
PORTION OF DIRECT OPERATING GRANT GIVEN?				
YES..................	93%	92%	89%	91%
NO...................	7%	8%	11%	9%
TOTAL...............	100%	100%	100%	100%

TABLE A-3

PERCENTAGE OF STAFF WHO RECEIVED AND DID NOT RECEIVE DIRECT OPERATING GRANT

TYPE OF STAFF
FULL TIME

	TYPE OF CENTRE			TOTAL
	MUNICIPAL	NON PROFIT	PROFIT	
PORTION OF DIRECT OPERATING GRANT GIVEN?				
YES.................	94%	97%	94%	96%
NO..................	6%	3%	6%	4%
TOTAL...............	100%	100%	100%	100%

PERCENTAGE OF STAFF WHO RECEIVED AND DID NOT RECEIVE DIRECT OPERATING GRANT

TYPE OF STAFF
PART TIME

	TYPE OF CENTRE			TOTAL
	MUNICIPAL	NON PROFIT	PROFIT	
PORTION OF DIRECT OPERATING GRANT GIVEN?				
YES.................	84%	82%	73%	79%
NO..................	16%	18%	27%	21%
TOTAL...............	100%	100%	100%	100%

TABLE A-4

AVERAGE TOTAL ANNUAL SALARY BEFORE DIRECT OPERATING GRANT
AVERAGE DIRECT OPERATING GRANT AMOUNT GIVEN
TOTAL ANNUAL SALARY AFTER DIRECT OPERATING GRANT
FOR PROGRAMS THAT USED THE GRANT FOR FULL TIME SALARIES AND BENEFITS

TYPE OF STAFF
FULL TIME

	TYPE OF CENTRE		
	MUNICIPAL	NON PROFIT	PROFIT
AVERAGE 1988 SALARY RECEIVED BEFORE DIRECT OPERATING GRANT*			
Mean..............	$20,658.93	$14,379.04	$12,182.34
Number............	373	604	381
AVERAGE DIRECT OPERATING GRANT TO SALARIES			
Mean..............	$2,813.49	$3,006.18	$1,381.04
Number............	390	606	381
AVERAGE DIRECT OPERATING GRANT TO BENEFITS			
Mean..............	$416.83	$434.87	$184.93
Number............	390	606	381
AVERAGE TOTAL AUGMENTATION FROM DIRECT OPERATING GRANT			
Mean..............	$3,230.32	$3441.05	$1565.97
Number............	390	606	381
AVERAGE 1988 SALARY AFTER DIRECT OPERATING GRANT			
Mean..............	$23,889.25	$17,820.09	$13,748.31
Number............	373	604	381
PERCENTAGE INCREASE			
Percent Increase..	16%	24%	13%

*This salary figure is the 1988 SALARY received by staff prior to receipt of the Direct Operating Grant. It therefore may include percentage increases related to cost of living.

TABLE A-5

AVERAGE TOTAL ANNUAL SALARY BEFORE DIRECT OPERATING GRANT
AVERAGE DIRECT OPERATING GRANT AMOUNT GIVEN
TOTAL ANNUAL SALARY AFTER DIRECT OPERATING GRANT
FOR PROGRAMS THAT USED THE GRANT FOR PART TIME SALARIES AND BENEFITS

TYPE OF STAFF
PART TIME

	TYPE OF CENTRE		
	MUNICIPAL	NON PROFIT	PROFIT
AVERAGE 1988 SALARY RECEIVED BEFORE DIRECT OPERATING GRANT*			
Mean..............	$5,688.38	$5,686.31	$5,012.57
Number............	45	137	48
AVERAGE DIRECT OPERATING GRANT TO SALARIES			
Mean..............	$1,015.95	$1,251.48	$516.62
Number............	46	136	48
AVERAGE DIRECT OPERATING GRANT TO BENEFITS			
Mean..............	$281.43	$176.61	$84.37
Number............	46	136	48
AVERAGE TOTAL AUGMENTATION FROM DIRECT OPERATING GRANT			
Mean..............	$1,297.38	$1,428.09	$596.99
Number............	45	137	48
AVERAGE 1988 SALARY AFTER DIRECT OPERATING GRANT			
Mean..............	$6,985.76	$7,114.40	$5,609.56
Number............	45	137	48
PERCENTAGE INCREASE			
Percent Increase..	23%	25%	12%

*This salary figure is the 1988 SALARY received by staff prior to receipt of the Direct Operating Grant. It therefore may include percentage increases related to cost of living.

TABLE A-6

AVERAGE TOTAL ANNUAL SALARY BEFORE DIRECT OPERATING GRANT
AVERAGE DIRECT OPERATING GRANT AMOUNT GIVEN
TOTAL ANNUAL SALARY AFTER DIRECT OPERATING GRANT
FOR PROGRAMS THAT USED THE DIRECT OPERATING GRANT FOR FULL TIME SALARY ONLY

TYPE OF STAFF
FULL TIME

	TYPE OF CENTRE		
	MUNICIPAL	NON PROFIT	PROFIT
AVERAGE 1988 SALARY RECEIVED BEFORE DIRECT OPERATING GRANT*			
Mean..............	$18,958.73	$13,704.71	$12,098.51
Number............	279	572	366
AVERAGE DIRECT OPERATING GRANT TO SALARIES			
Mean..............	$2,767.76	$2,835.45	$1,420.88
Number............	289	570	366
AVERAGE 1988 SALARY AFTER DIRECT OPERATING GRANT			
Mean..............	$21,751.93	$16,490.48	$13,510.39
Number............	279	572	366
PERCENTAGE INCREASE			
Percent Increase..	15%	21%	12%

*This salary figure is the 1988 SALARY received by staff prior to receipt of the Direct Operating Grant. It therefore may include percentage increases related to cost of living.

TABLE A-7

AVERAGE TOTAL ANNUAL SALARY BEFORE DIRECT OPERATING GRANT
AVERAGE DIRECT OPERATING GRANT AMOUNT GIVEN
TOTAL ANNUAL SALARY AFTER DIRECT OPERATING GRANT
FOR PROGRAMS THAT USED THE DIRECT OPERATING GRANT FOR PART TIME SALARY ONLY

TYPE OF STAFF
PART TIME

	TYPE OF CENTRE		
	MUNICIPAL	NON PROFIT	PROFIT
AVERAGE 1988 SALARY RECEIVED BEFORE DIRECT OPERATING GRANT*			
Mean..............	$6,429.93	$5,068.93	$4,656.91
Number............	75	346	133
AVERAGE DIRECT OPERATING GRANT TO SALARIES			
Mean..............	$1,088.90	$1,101.64	$577.55
Number............	77	346	128
AVERAGE 1988 SALARY AFTER DIRECT OPERATING GRANT			
Mean..............	$7,518.83	$6,170.57	$5,234.46
Number............	75	346	133
PERCENTAGE INCREASE			
Percent Increase..	17%	22%	12%

*This salary figure is the 1988 SALARY received by staff prior to receipt of the Direct Operating Grant. It therefore may include percentage increases related to cost of living.

TABLE A-8

DIRECT OPERATING GRANT GIVEN AS BONUS, SALARY OR BOTH

TYPE OF STAFF
FULL TIME

	TYPE OF CENTRE			TOTAL
	MUNICIPAL	NON PROFIT	PROFIT	
DIRECT OPERATING GRANT GIVEN AS BONUS, SALARY OR BOTH				
BONUS................	21.0%	40.9%	50.5%	43.0%
SALARY..............	55.8%	42.2%	27.2%	37.7%
COMBINATION BOTH BONUS AND SALARY ONLY.............	1.4%	14.6%	14.5%	13.7%
OTHER................	12.3%	.1%	.0%	.9%
DONT KNOW...........	9.4%	2.2%	7.8%	4.7%
TOTAL................	682	1179	748	2609
....	100.0%	100.0%	100.0%	100.0%

TABLE A-9

DIRECT OPERATING GRANT GIVEN AS BONUS, SALARY OR BOTH

TYPE OF STAFF
PART TIME

	TYPE OF CENTRE			TOTAL
	MUNICIPAL	NON PROFIT	PROFIT	
DIRECT OPERATING GRANT GIVEN AS BONUS, SALARY OR BOTH				
BONUS...............	16.7%	34.5%	38.9%	34.7%
SALARY..............	52.4%	47.0%	36.3%	44.5%
COMBINATION BOTH BONUS AND SALARY ONLY.............	.0%	16.5%	18.4%	16.0%
OTHER...............	26.2%	.0%	.0%	1.5%
DONT KNOW...........	4.8%	2.0%	5.8%	3.2%
TOTAL...............	123	483	183	789
....	100.0%	100.0%	100.0%	100.0%

TABLE A-10

CENTRES WHO USED DIRECT OPERATING GRANT TO SUPPLEMENT BENEFITS

	TYPE OF CENTRE			TOTAL
	MUNICIPAL	NON PROFIT	PROFIT	
FULL TIME BENEFITS ASSISTED BY DIRECT OPERATING GRANT				
YES..................	50.0%	38.1%	35.8%	38.7%
NO...................	50.0%	61.9%	64.2%	61.3%
TOTAL...............	44	310	106	460
....	100.0%	100.0%	100.0%	100.0%
PART TIME BENEFITS ASSISTED BY DIRECT OPERATING GRANT				
YES..................	25.0%	18.7%	13.2%	18.0%
NO...................	75.0%	81.3%	86.8%	82.0%
TOTAL...............	44	310	106	460
....	100.0%	100.0%	100.0%	100.0%

TABLE A-11

TOTAL BENEFITS AND AMOUNT DIRECT OPERATING GRANT ASSISTED

	TYPE OF CENTRE			TOTAL
	MUNICIPAL	NON PROFIT	PROFIT	
TOTAL $ AMOUNT 1988 FULL-TIME BENEFITS?				
Mean..............	103,142.80	$9,500.59	$13,440.86	$24,809.42
Number............	20	86	22	128
TOTAL $ AMOUNT 1988 PART-TIME BENEFITS?				
Mean..............	$5,721.55	$1,478.36	$1,925.14	$2,308.40
Number............	11	42	7	60
TOTAL 1988 DIRECT OPERATING GRANT $ AMOUNT ASSISTED FULL-TIME BENEFITS?				
Mean..............	$10,402.33	$1,922.41	$4,475.46	$3,682.35
Number............	21	91	24	136
Percent Of Benefits	10%	20%	33%	15%
TOTAL 1988 DIRECT OPERATING GRANT $ AMOUNT ASSISTED PART-TIME BENEFITS?				
Mean..............	$748.50	$374.72	$752.75	$493.92
Number............	12	43	8	63
PERCENTAGE OF BENEFITS				
Percent Of Benefits	13%	25%	39%	21%

TABLE A-12

ADDITIONAL EMPLOYER COSTS A BURDEN

	TYPE OF CENTRE			TOTAL
	MUNICIPAL	NON PROFIT	PROFIT	
ADDITIONAL EMPLOYER BENEFIT COSTS A BURDEN?				
YES	5.6%	14.0%	9.1%	12.4%
NO	94.4%	86.0%	86.4%	87.0%
DONT KNOW	.0%	.0%	4.5%	.6%
TOTAL	18	121	22	161
	100.0%	100.0%	100.0%	100.0%

TABLE A-13
REASONS WHY DIRECT OPERATING GRANT NOT GIVEN TO FULL TIME STAFF

	TYPE OF CENTRE			TOTAL
	MUNICIPAL	NON PROFIT	PROFIT	
REASONS				
SEPARATED EMPLOYMENT/NEWLY HIRED............	2.7%	8.2%	38.2%	14.4%
SALARY SET BY UNION/ ARBITRATION/COLLECTIVE AGREEMENT........	8.1%	16.4%	.0%	9.8%
SALARY SET BY EMPLOYMENT PAY EQUITY/JOB EVALUATION FORMULAE.........	27.0%	.0%	.0%	7.6%
E.C.E PERSONNEL ONLY QUALIFY..........	8.1%	11.5%	.0%	7.6%
MINISTRY APPROVAL WITH-HELD........	.0%	16.4%	.0%	7.6%
DIRECT LINE/PROGRAM STAFF ONLY QUALIFY..........	10.8%	8.2%	.0%	6.8%
ADDITIONAL STAFF HIRED TO OFFSET STAFF/CHILD RATIO	.0%	13.1%	.0%	6.1%
TEMPORARY/CASUAL/ CONTRACT POSITION...	.0%	4.9%	11.8%	5.3%
OWNER/OPERATOR MONIES DIVIDED AMONGST OTHER STAFF............	.0%	.0%	17.6%	4.5%
INSUFFICIENT DIRECT OPERATING GRANT MONIES RECEIVED..	.0%	6.6%	5.9%	4.5%
SALARY EQUAL TO/GREATER THAN PUBLIC SECTOR....	10.8%	.0%	.0%	3.0%
USED TO OFFSET TRANSITIONAL GRANT............	8.1%	1.6%	.0%	3.0%
ALLOCATION FORMULAE/GUIDELINES NOT CLEAR.....	.0%	1.6%	8.8%	3.0%
ALL OTHERS..........	24.3%	9.8%	8.8%	13.6%
TOTAL...............	37	61	34	132
....	100.0%	100.0%	100.0%	100.0%

Note: This is a multiple response table. The Numbers in the cells represent the number of times an occurrence was mentioned and percentages are based on occurrences - not cases

TABLE A-14

REASONS WHY DIRECT OPERATING GRANT NOT GIVEN TO PART TIME STAFF

	TYPE OF CENTRE			TOTAL
	MUNICIPAL	NON PROFIT	PROFIT	
REASONS				
TEMPORARY/CASUAL/ CONTRACT POSITION	5.3%	29.9%	30.3%	27.9%
SEPARATED EMPLOYMENT/ NEWLY HIRED......	5.3%	16.7%	18.2%	16.2%
PART-TIME POSITION..	10.5%	15.3%	18.2%	15.7%
E.C.E PERSONNEL ONLY QUALIFY..........	15.8%	10.4%	1.5%	8.3%
IRREGULAR HOURS.....	5.3%	4.9%	3.0%	4.4%
DIRECT LINE/PROGRAM STAFF ONLY QUALIFY..........	15.8%	2.8%	4.5%	4.4%
INSUFFICIENT DIRECT OPERATING GRANT MONIES RECEIVED..	.0%	1.4%	6.1%	2.6%
SALARY SET BY COLLECTIVE AGREEMENT.......	5.3%	2.8%	.0%	2.2%
SALARY EQUAL TO/GREATER THAN PUBLIC SECTOR....	10.5%	.7%	.0%	1.3%
SALARY SET BY EMPLOYMENT PAY EQUITY/JOB EVALUATION FORMULAE.........	.0%	2.1%	.0%	1.3%
ADDITIONAL STAFF HIRED TO OFFSET STAFF/CHILD RATIO	.0%	1.4%	.0%	.9%
USED TO OFFSET TRANSITIONAL GRANT............	.0%	.7%	.0%	.4%
ALL OTHERS..........	26.3%	10.4%	13.6%	12.7%
TOTAL...............	19	144	66	229
....	100.0%	100.0%	100.0%	100.0%

Note: This is a multiple response table. The Numbers in the cells represent the number of times an occurrence was mentioned and percentages are based on occurrences - not cases

TABLE A-15

BASIS FOR DIRECT OPERATING GRANT DISTRIBUTION

	TYPE OF CENTRE			TOTAL
	MUNICIPAL	NON PROFIT	PROFIT	
BASIS				
JOB LEVEL/POSITION..	27.9%	29.4%	25.3%	28.2%
FLAT RATE TO ALL....	13.2%	23.9%	24.7%	23.0%
EDUCATIONAL/TRAINING QUALIFICATIONS...	19.1%	17.4%	24.1%	19.3%
SENIORITY...........	8.8%	13.4%	16.5%	13.7%
HOURS WORKED........	5.9%	5.0%	4.7%	5.0%
EMPLOYMENT PAY EQUITY...........	7.4%	1.2%	1.2%	1.8%
E.C.E. SALARY SCHEDULE USED AS GUIDELINE........	1.5%	2.1%	.0%	1.5%
PERCENTAGE APPLIED TO ALL ABOVE CEILING..........	5.9%	1.2%	.0%	1.4%
GRID POSITION LEVEL.	2.9%	.5%	.0%	.6%
ALL OTHERS..........	7.4%	6.0%	3.5%	5.5%
TOTAL...............	68	419	170	657
....	100.0%	100.0%	100.0%	100.0%

Note: This is a multiple response table. The Numbers in the cells represent the number of times an occurrence was mentioned and percentages are based on occurrences - not cases

TABLE A-16

HOW DIRECT OPERATING GRANT PAYMENTS WERE MADE

	TYPE OF CENTRE			TOTAL
	MUNICIPAL	NON PROFIT	PROFIT	
TYPE				
PRO-RATED INCREASE EACH PAY.........	48.8%	40.2%	33.1%	39.2%
A QUARTERLY PAYMENT.	18.6%	35.7%	38.7%	35.0%
A ONE TIME PAYMENT..	18.6%	11.3%	15.3%	12.9%
A MONTHLY PAYMENT...	4.7%	6.8%	9.7%	7.4%
SEMI-ANNUALLY.......	9.3%	2.4%	.8%	2.6%
ANNUAL ONE-TIME BONUS............	.0%	.6%	1.6%	.8%
ALL OTHERS..........	.0%	3.0%	.8%	2.2%
TOTAL...............	43	336	124	503
....	100.0%	100.0%	100.0%	100.0%

Note: This is a multiple response table. The Numbers in the cells represent the number of times an occurrence was mentioned and percentages are based on occurrences - not cases

TABLE A-17

WHO APPROVED DIRECT OPERATING GRANT DISTRIBUTION

	TYPE OF CENTRE			TOTAL
	MUNICIPAL	NON PROFIT	PROFIT	
TYPE				
BOARD OF DIRECTORS/OWNER/ OPERATOR ONLY....	7.5%	48.3%	74.3%	45.4%
BOARD AND PROGRAM/AGENCY DIRECTOR.........	4.7%	23.0%	6.4%	15.7%
BOARD AND DIRECTOR AND PROGRAM STAFF	4.7%	20.3%	13.8%	15.7%
MUNICIPAL COUNCIL/BOARD OF EDUCATION/BOARD OF REGENTS.......	27.4%	1.3%	.9%	6.6%
CHIEF ADMINISTRATOR/ REGIONAL MANAGER.	17.9%	.7%	.9%	4.3%
DEPARTMENT HEAD.....	14.2%	.0%	.0%	2.9%
UNION...............	9.4%	1.0%	.0%	2.5%
DAYCARE ADVISORY BOARD............	4.7%	2.3%	.9%	2.5%
ALL OTHERS..........	9.4%	3.0%	2.8%	4.3%
TOTAL...............	106	300	109	515
....	100.0%	100.0%	100.0%	100.0%

Note: This is a multiple response table. The Numbers in the cells represent the number of times an occurrence was mentioned and percentages are based on occurrences - not cases

TABLE A-18

WHO ADMINISTERED DIRECT OPERATING GRANT DISTRIBUTION

	TYPE OF CENTRE			TOTAL
	MUNICIPAL	NON PROFIT	PROFIT	
DIRECT OPERATING GRANT DISTRIBUTION ADMINISTERED BY				
BOARD OF DIRECTORS/OWNER/OPERATOR ONLY.....	10.0%	45.0%	85.7%	51.6%
SUPERVISORY STAFF ONLY.............	.0%	13.8%	2.9%	9.9%
BOARD AND STAFF.....	.0%	9.3%	4.8%	7.4%
TREASURER/PAYROLL/FINANCE/ACCOUNTANT/BOOKKEEPER.......	90.0%	26.6%	4.8%	27.2%
BANK/COMMERCIAL PAYROLL SERVICE..	.0%	3.1%	1.0%	2.3%
ALL OTHERS..........	.0%	2.1%	1.0%	1.6%
TOTAL...............	40	289	105	434
....	100.0%	100.0%	100.0%	100.0%

TABLE A-19

UNION INVOLVEMENT IN DIRECT OPERATING GRANT DISTRIBUTION

	TYPE OF CENTRE			TOTAL
	MUNICIPAL	NON PROFIT	PROFIT	
STAFF IN THIS ORGANIZATION?				
ALL NON-UNIONIZED...	48.7%	91.5%	96.8%	88.7%
ALL UNIONIZED.......	15.4%	3.6%	.0%	3.9%
SOME UNIONIZED SOME NOT.............	35.9%	5.0%	3.2%	7.5%
TOTAL...............	39	281	95	415
....	100.0%	100.0%	100.0%	100.0%
UNION INVOLVED IN DIRECT OPERATING GRANT DISTRIBUTION?				
YES.................	57.9%	47.8%	66.7%	53.3%
NO..................	42.1%	52.2%	33.3%	46.7%
TOTAL...............	19	23	3	45
....	100.0%	100.0%	100.0%	100.0%
UNION WANT DIRECT OPERATING GRANT GIVEN TO NON-CHILD CARE STAFF?				
YES.................	36.4%	10.0%	.0%	23.8%
NO..................	63.6%	80.0%	.0%	71.4%
DONT KNOW...........	.0%	10.0%	.0%	4.8%
TOTAL...............	11	10	0	21
....	100.0%	100.0%	.0%	100.0%
DID THIS IN FACT HAPPEN?				
YES.................	100.0%	100.0%	.0%	100.0%
TOTAL...............	4	1	0	5
....	100.0%	100.0%	.0%	100.0%

TABLE A-20

NEGOTIATIONS WITH UNION AMICABLE AND IF NOT WHY

	TYPE OF CENTRE			TOTAL
	MUNICIPAL	NON PROFIT	PROFIT	
WERE NEGOTIATIONS WITH UNION AMICABLE?				
YES..................	62.5%	75.0%	.0%	63.6%
NO...................	25.0%	25.0%	100.0%	31.8%
DONT KNOW...........	12.5%	.0%	.0%	4.5%
TOTAL...............	8	12	2	22
....	100.0%	100.0%	100.0%	100.0%

Note: This is a multiple response table. The Numbers in the cells represent the number of times an occurrence was mentioned and percentages are based on occurrences - not cases

TABLE A-21

REASONS WHY NEGOTIATIONS WITH UNION NOT AMICABLE

	TYPE OF CENTRE			TOTAL
	MUNICIPAL	NON PROFIT	PROFIT	
REASONS				
UNION DIDN'T WANT CHILD CARE SUPPORT-STAFF TO RECEIVE DIRECT OPERATING GRANT..	25.0%	.0%	.0%	11.1%
UNION WANTED PAYMENTS MADE BY ACROSS-THE-BOARD PERCENTAGE.......	25.0%	66.7%	.0%	33.3%
UNION FELT EMPLOYMENT PAY EQUITY SHOULD DECIDE DIRECT OPERATING GRANT PAYMENTS.........	25.0%	.0%	.0%	11.1%
AMBIGUITY ABOUT DIRECT OPERATING GRANT PURPOSE AND DURATION.........	25.0%	.0%	.0%	11.1%
PAYMENTS DEEMED TO BE OUTSIDE COLLECTIVE AGREEMENT........	.0%	33.3%	.0%	11.1%
UNION WANTED BOTH DIRECT OPERATING GRANT AND SALARY INCREASE IN CONTRACT.........	.0%	.0%	100.0%	22.2%
TOTAL...............	4	3	2	9
....	100.0%	100.0%	100.0%	100.0%

Note: This is a multiple response table. The Numbers in the cells represent the number of times an occurrence was mentioned and percentages are based on occurrences - not cases

CAUTION : SMALL BASES

TABLE A-22

NEGOTIATIONS WITH UNION AMICABLE AT COMMUNITY COLLEGES AND IF NOT WHY NOT

	TYPE OF CENTRE	TOTAL
	COMMUNITY COLLEGE	
WERE NEGOTIATIONS WITH UNION AMICABLE?		
YES..................	40.0%	40.0%
NO...................	60.0%	60.0%
TOTAL................	5	5
....	100.0%	100.0%

Note: This is a multiple response table. The Numbers in the cells represent the number of times an occurrence was mentioned and percentages are based on occurrences - not cases

CAUTION : SMALL BASES

TABLE A-23

REASONS WHY NEGOTIATIONS WITH UNION NOT AMICABLE

	TYPE OF CENTRE	TOTAL
	COMMUNITY COLLEGE	
REASONS		
UNION WANTED		
PAYMENTS MADE BY ACROSS-THE-BOARD PERCENTAGE.......	66.7%	66.7%
PAYMENTS DEEMED TO BE OUTSIDE COLLECTIVE AGREEMENT........	33.3%	33.3%
TOTAL...............	3	3
....	100.0%	100.0%

Note: This is a multiple response table. The Numbers in the cells represent the number of times an occurrence was mentioned and percentages are based on occurrences - not cases

CAUTION : SMALL BASES

TABLE A-24

OVERALL IMPACT OF THE DIRECT OPERATING GRANT ON SALARIES AND REASONS FOR NEGATIVE IMPACT

	TYPE OF CENTRE			TOTAL
	MUNICIPAL	NON PROFIT	PROFIT	
OVERALL DO YOU THINK DIRECT OPERATING GRANT HAS?				
GREATLY IMPROVED SALARY/BENEFITS LEVELS...........	55.0%	69.9%	30.8%	59.2%
SLIGHTLY IMPROVED LEVELS...........	30.0%	24.0%	58.7%	32.8%
NOT CHANGED SALARY/BENEFITS LEVELS...........	15.0%	3.1%	1.9%	3.9%
HAD NEGATIVE IMPACT ON LEVELS........	.0%	2.7%	8.7%	3.9%
DONT KNOW...........	.0%	.3%	.0%	.2%
TOTAL...............	40	292	104	436
....	100.0%	100.0%	100.0%	100.0%

TABLE A-25

REASONS FOR NEGATIVE IMPACT OF THE DIRECT OPERATING GRANT

	TYPE OF CENTRE			TOTAL
	MUNICIPAL	NON PROFIT	PROFIT	
REASONS				
STAFF FELT ENTITLED TO ENTIRE DIRECT OPERATING GRANT GRANT (OTHER 50%)	.0%	16.7%	16.7%	16.2%
COMMERCIAL ALLOWED ONLY 50% OF DOG/NON-PROFIT 100% OF DOG......	.0%	.0%	37.5%	24.3%
COMMERCIAL SHOULD HAVE ACCESS TO OTHER FUNDING ALLOWANCES.......	.0%	.0%	37.5%	24.3%
4% CEILING ON TRANSFER PAYMENTS BECAUSE OF DOG...	.0%	16.7%	.0%	5.4%
STAFF LEAVING TO TAKE BETTER PAID POSITIONS ELSEWHERE........	.0%	8.3%	8.3%	8.1%
NOT ENOUGH DOG MONIES TO PAY REASONABLE WAGE..	.0%	16.7%	.0%	5.4%
ALL OTHERS..........	100.0%	41.7%	.0%	16.2%
TOTAL...............	1	12	24	37
....	100.0%	100.0%	100.0%	100.0%

Note: This is a multiple response table. The Numbers in the cells represent the number of times an occurrence was mentioned and percentages are based on occurrences - not cases

TABLE A-26

NUMBER OF CENTRES WHO USED DIRECT OPERATING GRANT FOR NON SALARY PURPOSES

	TYPE OF CENTRE			TOTAL
	MUNICIPAL	NON PROFIT	PROFIT	
DIRECT OPERATING GRANT USED FOR NON SALARY PURPOSES?				
YES	59.1%	29.7%	8.5%	27.6%
NO	40.9%	70.3%	91.5%	72.4%
TOTAL	44	310	106	460
	100.0%	100.0%	100.0%	100.0%

NUMBER OF CENTRES WHO USED DIRECT OPERATING GRANT EXCLUSIVELY FOR NON SALARY PURPOSES

	TYPE OF CENTRE			TOTAL
	MUNICIPAL	NON PROFIT	PROFIT	
DIRECT OPERATING GRANT USED EXCLUSIVELY FOR NON SALARY PURPOSES?				
YES	9.1%	3.9%	.9%	3.7%
NO	90.9%	96.1%	99.1%	96.3%
TOTAL	44	310	106	460
	100.0%	100.0%	100.0%	100.0%

TABLE A-27

PERCENTAGE OF NON SALARY DOLLARS USED FOR SELECTED PURPOSES

	TYPE OF CENTRE			TOTAL
	MUNICIPAL	NON PROFIT	PROFIT	
TRANSITIONAL GRANT REDUCTION........	36.0%	5.2%	.0%	22.2%
AFFORDABILITY/PARENT FEES/PER DIEM REDUCTIONS.......	20.9%	21.1%	12.5%	21.0%
PURCHASES OF SERVICE/SERVICE CONTRACTS........	20.7%	.1%	25.3%	12.0%
OFFSET OPERATING SHORTFALL/EXPENSES	11.7%	28.5%	38.8%	23.7%
STAFF TRAINING	6.0%	11.4%	.5%	13.3%
ALL OTHERS..........	5.3%	11.4%	.5%	5.9%
TOTAL	100.0%	100.0%	100.0%	100.0%

TABLE A-28

WHY DIRECT OPERATING GRANT USED FOR NON SALARY ITEMS

	TYPE OF CENTRE			TOTAL
	MUNICIPAL	NON PROFIT	PROFIT	
REASONS				
OTHER USES HAD HIGHER PRIORITY..	18.9%	20.7%	16.7%	20.1%
EXISTING SALARY/BENEFITS ADEQUATE.........	24.3%	18.9%	.0%	19.5%
MAXIMUM ALLOWABLE GRANT AMOUNTS SET	5.4%	9.9%	33.3%	9.7%
UNION CONTRACT COULD NOT BE OPENED....	2.7%	12.6%	.0%	9.7%
STAFF TRAINING COST REDUCTIONS.......	5.4%	7.2%	33.3%	7.8%
DESIRE TO MAINTAIN CURRENT FEE STRUCTURE/PER DIEM.............	5.4%	7.2%	.0%	6.5%
EMPLOYMENT PAY EQUITY PROGRAM TAKES CARE OF SALARIES.........	10.8%	1.8%	.0%	3.9%
TRANSITIONAL GRANT REDUCTIONS RECOMMENDED BY MINISTRY.........	13.5%	.0%	.0%	3.2%
TRAVEL ALLOWANCES/MILEAGE	.0%	.9%	.0%	.6%
ALL OTHERS..........	13.5%	20.7%	16.7%	18.8%
TOTAL...............	37	111	6	154
....	100.0%	100.0%	100.0%	100.0%

Note: This is a multiple response table. The Numbers in the cells represent the number of times an occurrence was mentioned and percentages are based on occurrences - not cases

TABLE A-29

IMPACT OF DIRECT OPERATING GRANT ON PARENT FEES

	TYPE OF CENTRE			TOTAL
	MUNICIPAL	NON PROFIT	PROFIT	
OVERALL DO YOU THINK DIRECT OPERATING GRANT HAS?				
ALLOWED PARENTS FEES TO REMAIN THE SAME.............	21	95	32	148
....	50.0%	32.6%	33.0%	34.4%
REDUCED PARENTS FEES	4	22	1	27
....	9.5%	7.6%	1.0%	6.3%
HAD NO IMPACT ON PARENTS FEES.....	16	161	58	235
....	38.1%	55.3%	59.8%	54.7%
INCREASED PARENTS FEES.............	1	11	6	18
....	2.4%	3.8%	6.2%	4.2%
DONT KNOW...........	0	1	0	1
....	.0%	.3%	.0%	.2%
ALL OTHERS..........	0	1	0	1
....	.0%	.3%	.0%	.2%
TOTAL...............	100.0%	100.0%	100.0%	100.0%

TABLE A-30

DEGREE INITIAL AND ON-GOING WORKLOAD INCREASED BECAUSE OF DIRECT OPERATING GRANT

	TYPE OF CENTRE			TOTAL
	MUNICIPAL	NON PROFIT	PROFIT	
WHEN DIRECT OPERATING GRANT FIRST RECEIVED WORKLOAD INCREASED?				
A VERY HIGH DEGREE..	13	59	25	97
....	31.7%	20.3%	24.3%	22.4%
A MODERATELY HIGH DEGREE...........	14	128	36	178
....	34.1%	44.1%	35.0%	41.0%
A MODERATELY LOW DEGREE...........	11	74	32	117
....	26.8%	25.5%	31.1%	27.0%
HARDLY AT ALL.......	3	28	10	41
....	7.3%	9.7%	9.7%	9.4%
DONT KNOW...........	0	1	0	1
....	.0%	.3%	.0%	.2%
TOTAL...............	100.0%	100.0%	100.0%	100.0%
ON-GOING WORKLOAD WILL INCREASE?				
A VERY HIGH DEGREE..	5	27	15	47
....	11.6%	9.3%	14.6%	10.8%
A MODERATELY HIGH DEGREE...........	14	90	29	133
....	32.6%	31.1%	28.2%	30.6%
A MODERATELY LOW DEGREE...........	18	134	50	202
....	41.9%	46.4%	48.5%	46.4%
HARDLY AT ALL.......	6	38	9	53
....	14.0%	13.1%	8.7%	12.2%
TOTAL...............	100.0%	100.0%	100.0%	100.0%

TABLE A-31

OTHER DIRECT OPERATING GRANT IMPACTS

	TYPE OF CENTRE			TOTAL
	MUNICIPAL	NON PROFIT	PROFIT	
IMPACTS				
INCREASED SALARIES/BENEFITS	15.4%	14.6%	12.8%	14.2%
STAFF MORALE GREATLY IMPROVED.........	3.8%	10.5%	7.0%	9.1%
SUBSTANTIAL WORKLOAD INCREASE.........	15.4%	7.5%	3.5%	7.1%
IMPLEMENTATION GUIDELINES/ PROCEDURES/FORMS NOT CLEAR............	3.8%	9.2%	2.3%	7.1%
PROFESSIONAL RECOGNITION......	3.8%	5.4%	7.0%	5.7%
STABILIZES PROGRAM/LESS FREQUENT STAFF/PROVIDER TURN-OVER........	.0%	5.0%	8.1%	5.4%
BETTER SALARIES ATTRACTS BETTER QUALIFIED STAFF..	.0%	4.2%	4.7%	4.0%
DOG $ DISCREPANCY BETWEEN PROFIT/NON-PROFIT CENTRES..........	.0%	1.7%	11.6%	4.0%
KEEPS PARENTS FEES AFFORDABLE/ STABILIZED.......	.0%	3.8%	4.7%	3.7%
ADMINISTRATIVE CONFUSION/ HEADACHE.........	3.8%	4.2%	1.2%	3.4%
ALL OTHERS..........	30.8%	18.4%	17.4%	19.1%
TOTAL...............	26	239	86	351
....	100.0%	100.0%	100.0%	100.0%

Note: This is a multiple response table. The Numbers in the cells represent the number of times an occurrence was mentioned and percentages are based on occurrences - not cases

TABLE A-32

OTHER DIRECT OPERATING GRANT IMPACTS

	TYPE OF CENTRE			TOTAL
	MUNICIPAL	NON PROFIT	PROFIT	
NEW, MORE COMPLEX ACCOUNTING/TRACKING METHODS NEEDED BY DOG...........	11.5%	2.9%	1.2%	3.1%
INCREASED TENSION BETWEEN DAY CARE/NON-DAY CARE STAFF............	7.7%	2.5%	3.5%	3.1%
INCREASED TENSIONS WITH UNION OVER DOG ALLOCATIONS..	.0%	2.9%	.0%	2.0%
JUST TOO MANY FORMS/TOO MUCH PAPER-WORK/ REPETITIOUS FORMS	.0%	2.1%	2.3%	2.0%
HOW-TO-BOOKLET ON DOG..............	.0%	2.5%	1.2%	2.0%
NON-PROFIT SALARIES HIGHER BECAUSE OF FULL DOG FUNDING.	.0%	.4%	5.8%	1.7%
DECREASE IN STAFF MORALE...........	.0%	.8%	3.5%	1.4%
FORMS TOO CONFUSING/DIFFICULT TO UNDERSTAND....	.0%	1.3%	2.3%	1.4%
SALARY INCREASED FOR 1989 BEING REDUCED BY DOG...	3.8%	.0%	.0%	.3%
TOTAL...............	26	239	86	351
....	100.0%	100.0%	100.0%	100.0%

Note: This is a multiple response table. The Numbers in the cells represent the number of times an occurrence was mentioned and percentages are based on occurrences - not cases

TABLE A-33

FINAL COMMENTS

	TYPE OF CENTRE			TOTAL
	MUNICIPAL	NON PROFIT	PROFIT	
COMMENTS				
DIRECT OPERATING GRANT IMPLEMENTATION/ ALLOCATION FORMULAE NEEDS STANDARDIZING....	8.1%	12.9%	6.5%	10.5%
COMMERCIAL CENTRES SHOULD RECEIVE FULL DOG FUNDING.	.0%	.3%	20.1%	6.7%
E.C.E. EARNING POTENTIAL GREATER/SALARIES/ BENEFITS INCREASED........	2.7%	7.0%	5.0%	6.1%
DOG FORMS TOO COMPLICATED/TOO CONFUSING/NOT CLEAR............	2.7%	6.7%	4.0%	5.6%
BETTER/MORE DOG INFORMATION NOT MADE AVAILABLE AT OUTSET...........	8.1%	6.2%	3.5%	5.4%
DOG PENALIZES STAFF WORKING IN COMMERCIAL CENTRES..........	.0%	.5%	14.6%	5.1%
TOO MANY FORMS REQUIRED/FORMS DUPLICATE INFORMATION......	5.4%	5.4%	2.0%	4.3%
CONTINUE DOG FUNDING	5.4%	5.1%	1.0%	3.8%
ALL OTHERS..........	48.6%	28.2%	27.6%	29.2%
TOTAL................	37	373	199	609
....	100.0%	100.0%	100.0%	100.0%

Note: This is a multiple response table. The Numbers in the cells represent the number of times an occurrence was mentioned and percentages are based on occurrences - not cases

TABLE A-33 (CONTINUED)

FINAL COMMENTS

	TYPE OF CENTRE			TOTAL
	MUNICIPAL	NON PROFIT	PROFIT	
DIRECT OPERATING GRANT PROGRAMME NOT WELL THOUGHT OUT/DIFFICULT TO ADMINISTER.......	8.1%	3.5%	3.5%	3.8%
DOG HAS INCREASED STAFF MORALE.....	.0%	4.3%	2.0%	3.3%
THANKS FOR THE DOG..	.0%	4.6%	1.5%	3.3%
PURPOSE OF DOG NOT CLEARLY OUTLINED.	2.7%	4.3%	1.5%	3.3%
DOG ALLOCATION NOT ENOUGH/UNFAIR....	5.4%	2.4%	2.5%	2.6%
WITHOUT DOG PARENTS FEES WOULD INCREASE SUBSTANTIALLY....	2.7%	3.5%	.5%	2.5%
THANKS FOR TAKING AN INTEREST IN E.C.E./GRANTS MOST WELCOME.....	.0%	2.7%	1.0%	2.0%
WITHOUT DOG WOULD PROBABLY CLOSE/CREATE FINANCIAL HARDSHIP.........	.0%	2.1%	1.5%	1.8%
CONFLICTING MESSAGES RECEIVED FROM MINISTRY.........	.0%	.5%	1.5%	.8%
TOTAL...............	37	373	199	609
....	100.0%	100.0%	100.0%	100.0%

Note: This is a multiple response table. The Numbers in the cells represent the number of times an occurrence was mentioned and percentages are based on occurrences - not cases

TABLE A-34

PERCENTAGE OF TOTAL DIRECT OPERATING GRANT USED FOR SELECTED PURPOSES IN 1988

	PRIVATE HOME DAY CARE AGENCIES		TOTAL
	NON PROFIT	PROFIT	
PERCENTAGE OF DIRECT OPERATING GRANT FOR FULL TIME SALARIES			
PERCENTAGE........	17.8%	29.5%	18.2%
Number............	39	4	43
PERCENTAGE OF DIRECT OPERATING GRANT FOR FULL TIME BENEFITS			
PERCENTAGE........	1.6%	1.2%	1.7%
Number............	39	4	43
PERCENTAGE OF DIRECT OPERATING GRANT FOR PART TIME SALARIES			
PERCENTAGE........	1.4%	0.0%	1.4%
Number............	39	4	43
PERCENTAGE OF DIRECT OPERATING GRANT FOR PART TIME BENEFITS			
PERCENTAGE........	.3%	0.0%	.3%
Number............	39	4	43
PERCENTAGE OF DIRECT OPERATING GRANT FOR PROVIDER PAYMENTS			
PERCENTAGE........	67.4%	68.7%	67.5%
Number............	39	4	43
PERCENTAGE OF DIRECT OPERATING GRANT FOR NON-SALARY USES			
PERCENTAGE........	11.3%	.5%	10.9%
Number............	39	4	43

TABLE A-35

TOTAL STAFF WHO RECEIVED AND DID NOT RECEIVE DIRECT OPERATING GRANT

TYPE OF STAFF
FULL TIME

	PRIVATE HOME DAY CARE CENTRES		TOTAL
	NON PROFIT	PROFIT	
PORTION OF DIRECT OPERATING GRANT GIVEN?			
YES..................	79%	95%	80%
NO...................	21%	5%	20%
TOTAL...............	100%	100%	100%

TABLE A-36

TOTAL STAFF WHO RECEIVED AND DID NOT RECEIVE DIRECT OPERATING GRANT

TYPE OF STAFF
PART TIME

	PRIVATE HOME DAY CARE CENTRES		TOTAL
	NON PROFIT	PROFIT	
PORTION OF DIRECT OPERATING GRANT GIVEN?			
YES.................	71%	*	69%
NO..................	29%	*	31%
TOTAL...............	100%	*	100%

TABLE A-37

AVERAGE TOTAL ANNUAL SALARY BEFORE DIRECT OPERATING GRANT AVERAGE DIRECT OPERATING GRANT AMOUNT GIVEN TOTAL ANNUAL SALARY AFTER DIRECT OPERATING GRANT FOR PROGRAMS THAT USED GRANT FOR FULL TIME SALARIES AND BENEFITS

TYPE OF STAFF
FULL TIME

	PRIVATE HOME DAY CARE	
	NON PROFIT	PROFIT
AVERAGE SALARY BEFORE DIRECT OPERATING* GRANT		
Mean..............	$24,615.65	$12,805.83
Number............	159	5
AVERAGE DIRECT OPERATING GRANT SALARY AMOUNT		
Mean..............	$2,969.79	$2,008.75
Number............	160	9
AVERAGE DIRECT DIRECT OPERATING GRANT BENEFIT		
Mean..............	$548.75	$163.65
Number............	160	9
AVERAGE TOTAL SALARY AUGMENTATION		
Mean..............	$3,518.54	$2,172.40
Number............	160	9
AVERAGE SALARY AFTER DIRECT OPERATING GRANT		
Mean..............	$28,134.19	$14,978.23
Number............	159	5
PERCENTAGE INCREASE		
Percent Increase..	14%	17%

*This salary figure is the 1988 SALARY received by staff prior to receipt of the Direct Operating Grant. It therefore may include percentage increases related to cost of living.

TABLE A-38

AVERAGE TOTAL ANNUAL SALARY BEFORE DIRECT OPERATING GRANT
AVERAGE DIRECT OPERATING GRANT AMOUNT GIVEN
TOTAL ANNUAL SALARY AFTER DIRECT OPERATING GRANT
FOR PROGRAMS THAT USED GRANT FOR PART TIME SALARIES AND BENEFITS

TYPE OF STAFF
PART TIME

	PRIVATE HOME DAY CARE	
	NON PROFIT	PROFIT
AVERAGE SALARY BEFORE DIRECT OPERATING GRANT*		
Mean..............	$13,130.83	$0.0
Number............	21	0
AVERAGE DIRECT OPERATING GRANT SALARY AMOUNT		
Mean..............	$1,854.71	$0.0
Number............	21	0
AVERAGE DIRECT DIRECT OPERATING GRANT BENEFIT		
Mean..............	$343.23	$0.0
Number............	21	0
AVERAGE TOTAL SALARY AUGMENTATION		
Mean..............	$2,197.94	$0.0
Number............	21	0
AVERAGE SALARY AFTER DIRECT OPERATING GRANT		
Mean..............	$15,328.77	$0.0
Number............	21	0
PERCENTAGE INCREASE		
Percent Increase..	17%	0%

*This salary figure is the 1988 SALARY received by staff prior to receipt of the Direct Operating Grant. It therefore may include percentage increases related to cost of living.

TABLE A-39

AVERAGE TOTAL ANNUAL SALARY BEFORE DIRECT OPERATING GRANT
AVERAGE DIRECT OPERATING GRANT AMOUNT GIVEN
TOTAL ANNUAL SALARY AFTER DIRECT OPERATING GRANT
FOR PROGRAMS THAT USED GRANT FOR FULL TIME SALARIES ONLY

TYPE OF STAFF
FULL TIME

	PRIVATE HOME DAY CARE	
	NON PROFIT	PROFIT
AVERAGE SALARY BEFORE DIRECT OPERATING GRANT*		
Mean..............	$22,841.70	*
Number............	33	*
AVERAGE DIRECT OPERATING GRANT SALARY AMOUNT		
Mean..............	$2,692.37	$2,010.64
Number............	32	9
AVERAGE SALARY AFTER DIRECT OPERATING GRANT		
Mean..............	$25,534.07	*
Number............	31	*
PERCENTAGE INCREASE		
Percent Increase..	12%	*

*This salary figure is the 1988 SALARY received by staff prior to receipt of the Direct Operating Grant. It therefore may include percentage increases related to cost of living.

TABLE A-40

AVERAGE TOTAL ANNUAL SALARY BEFORE DIRECT OPERATING GRANT
AVERAGE DIRECT OPERATING GRANT AMOUNT GIVEN
TOTAL ANNUAL SALARY AFTER DIRECT OPERATING GRANT
FOR PROGRAMS THAT USED GRANT FOR PART TIME SALARIES ONLY

TYPE OF STAFF
PART TIME

	PRIVATE HOME DAY CARE	
	NON PROFIT	PROFIT
AVERAGE SALARY BEFORE DIRECT OPERATING GRANT*		
Mean..............	$8,938.76	*
Number............	17	*
AVERAGE DIRECT OPERATING GRANT SALARY AMOUNT		
Mean..............	$1,633.25	*
Number............	19	*
AVERAGE SALARY AFTER DIRECT OPERATING GRANT		
Mean..............	$10,572.01	*
Number............	19	
PERCENTAGE INCREASE		
Percent Increase..	18%	*

*This salary figure is the 1988 SALARY received by staff prior to receipt of the Direct Operating Grant. It therefore may include percentage increases related to cost of living.

TABLE A-41

DIRECT OPERATING GRANT GIVEN AS BONUS, SALARY OR BOTH

TYPE OF STAFF
FULL TIME

	PRIVATE HOME DAY CARE AGENCIES		TOTAL
	NON PROFIT	PROFIT	
DIRECT OPERATING GRANT GIVEN AS BONUS SALARY OR BOTH			
BONUS...............	39.2%	54.5%	41.1%
SALARY..............	50.6%	.0%	44.4%
COMBINATION BOTH BONUS AND SALARY ONLY.............	.0%	9.1%	1.1%
INCREASE RATES......	.0%	.0%	.0%
COMBINATION OF ALL OR ANY...........	10.1%	.0%	8.9%
OTHER...............	.0%	.0%	.0%
DONT KNOW...........	.0%	36.4%	4.4%
TOTAL...............	194	18	212
....	100.0%	100.0%	100.0%

TABLE A-42

DIRECT OPERATING GRANT GIVEN AS BONUS, SALARY OR BOTH

TYPE OF STAFF
PART TIME

	PRIVATE HOME DAY CARE AGENCIES		TOTAL
	NON PROFIT	PROFIT	
DIRECT OPERATING GRANT GIVEN AS BONUS SALARY OR BOTH			
BONUS...............	17.2%	100.0%	20.0%
SALARY..............	62.1%	.0%	60.0%
COMBINATION BOTH BONUS AND SALARY ONLY.............	3.4%	.0%	3.3%
INCREASE RATES......	.0%	.0%	.0%
COMBINATION OF ALL OR ANY...........	6.9%	.0%	6.7%
OTHER...............	.0%	.0%	.0%
DONT KNOW...........	10.3%	.0%	10.0%
TOTAL...............	40	1	41
....	100.0%	100.0%	100.0%

TABLE A-43

PROVIDERS WHO RECEIVED AND DID NOT RECEIVE DIRECT OPERATING GRANT

TYPE OF STAFF
PROVIDERS

	PRIVATE HOME DAY CARE CENTRES		TOTAL
	NON PROFIT	PROFIT	
PORTION OF DIRECT OPERATING GRANT GIVEN?			
YES..................	100%	100%	100%
NO...................	0%	0%	0%
TOTAL	100%	100%	100%

TABLE A-44

AVERAGE TOTAL ANNUAL PROVIDER PAYMENTS BEFORE DIRECT OPERATING GRANT
AVERAGE DIRECT OPERATING GRANT AMOUNT GIVEN
AVERAGE TOTAL PROVIDER PAYMENTS AFTER DIRECT OPERATING GRANT

TYPE OF STAFF PROVIDERS	PRIVATE HOME DAY CARE	
	NON PROFIT	PROFIT
AVERAGE PAYMENT BEFORE DIRECT OPERATING GRANT		
Mean..............	$5,124.05	$5,234.05
Number............	2719	63
AVERAGE DIRECT OPERATING GRANT AMOUNT		
Mean..............	$720.77	$290.47
Number............	3021	138
AVERAGE SALARY AFTER DIRECT OPERATING GRANT		
Mean..............	$5,844.82	$5,524.52
Number............	2719	63
PERCENTAGE INCREASE		
Percent Increase..	14%	6%

TABLE A-45

DIRECT OPERATING GRANT GIVEN AS BONUS, SALARY OR BOTH

TYPE OF STAFF
PROVIDERS

	PRIVATE HOME DAY CARE AGENCIES		TOTAL
	NON PROFIT	PROFIT	
DIRECT OPERATING GRANT GIVEN AS BONUS, SALARY OR BOTH			
BONUS	34.2%	50.0%	35.7%
SALARY	.0%	.0%	.0%
COMBINATION BOTH BONUS AND SALARY ONLY	.0%	.0%	.0%
INCREASE RATES	28.9%	25.0%	28.6%
COMBINATION OF ALL OR ANY	31.6%	.0%	28.6%
OTHER	2.6%	.0%	2.4%
DONT KNOW	2.6%	25.0%	4.8%
TOTAL	3021	138	3159
	100.0%	100.0%	100.0%

TABLE A-46

CENTRES WHO PROVIDE BENEFITS TO STAFF AND WHO USED DIRECT OPERATING GRANT TO SUPPLEMENT BENEFITS

	PRIVATE HOME DAY CARE AGENCIES		TOTAL
	NON PROFIT	PROFIT	
FULL TIME BENEFITS ASSISTED BY DIRECT OPERATING GRANT			
YES..................	46.2%	50.0%	46.5%
NO..................	53.8%	50.0%	53.5%
TOTAL...............	39	4	43
....	100.0%	100.0%	100.0%
PART TIME BENEFITS ASSISTED BY DIRECT OPERATING GRANT			
YES..................	15.4%	.0%	14.0%
NO..................	84.6%	100.0%	86.0%
TOTAL...............	39	4	43
....	100.0%	100.0%	100.0%

TABLE A-47

TOTAL BENEFITS AND AMOUNT DIRECT OPERATING GRANT ASSISTED

	PRIVATE HOME DAY CARE AGENCIES		TOTAL
	NON PROFIT	PROFIT	
TOTAL $ AMOUNT 1988 FULL-TIME BENEFITS?			
Mean..............	$20,744.79	*	$19,401.80
Number............	14	*	15
TOTAL $ AMOUNT 1988 PART-TIME BENEFITS?			
Mean..............	$4,960.20	*	$4,960.20
Number............	5	*	5
TOTAL 1988 DOG $ AMOUNT ASSISTED FULL-TIME BENEFITS?			
Mean..............	$3,587.92	*	$3,358.08
Number............	12	*	13
TOTAL 1988 DOG $ AMOUNT ASSISTED PART-TIME BENEFITS?			
Mean..............	*	*	*
Number............	*	*	*

TABLE A-48

ADDITIONAL EMPLOYER COSTS A BURDEN

	PRIVATE HOME DAY CARE AGENCIES		TOTAL
	NON PROFIT	PROFIT	
ADDITIONAL EMPLOYER BENEFIT COSTS A BURDEN?			
YES..................	22.2%	.0%	21.1%
NO...................	77.8%	100.0%	78.9%
TOTAL...............	18	1	19
....	100.0%	100.0%	100.0%

TABLE A-49

REASONS WHY DIRECT OPERATING GRANT NOT GIVEN TO FULL TIME STAFF

	PRIVATE HOME DAY CARE AGENCIES		TOTAL
	NON PROFIT	PROFIT	
REASONS			
USED TO OFFSET TRANSITIONAL GRANT............	31.6%	.0%	30.0%
SALARY SET BY EMPLOYMENT PAY EQUITY/JOB EVALUATION FORMULAE.........	10.5%	.0%	10.0%
MINISTRY APPROVAL WITH-HELD........	10.5%	.0%	10.0%
SALARY SET BY UNION/ARBITRATION /COLLECTIVE AGGREEMENT.......	5.3%	.0%	5.0%
E.C.E PERSONNEL ONLY QUALIFY..........	5.3%	.0%	5.0%
DIRECT LINE/PROGRAM STAFF ONLY QUALIFY..........	.0%	100.0%	5.0%
PARTIAL GRANT PAID/HIRED MID-YEAR.........	5.3%	.0%	5.0%
ALL OTHERS..........	31.6%	.0%	30.0%
TOTAL...............	19	1	20
....	100.0%	100.0%	100.0%

Note: This is a multiple response table. The Numbers in the cells represent the number of times an occurence was mentioned and percentages are based on occurences - not cases

TABLE A-50

REASONS WHY DIRECT OPERATING GRANT NOT GIVEN TO PART TIME STAFF

	PRIVATE HOME DAY CARE AGENCIES		TOTAL
	NON PROFIT	PROFIT	
REASONS			
PART-TIME POSITION ONLY.............	30.0%	100.0%	36.4%
TEMPORARY/CASUAL/CONTRACT POSITION...	20.0%	.0%	18.2%
DIRECT LINE/PROGRAM STAFF ONLY QUALIFY..........	10.0%	.0%	9.1%
USED TO OFFSET TRANSITIONAL GRANT............	10.0%	.0%	9.1%
ALL OTHERS..........	30.0%	.0%	27.3%
TOTAL...............	10	1	11
....	100.0%	100.0%	100.0%

Note: This is a multiple response table. The Numbers in the cells represent the number of times an occurence was mentioned and percentages are based on occurences - not cases

TABLE A-51

BASIS FOR DIRECT OPERATING GRANT DISTRIBUTION

	PRIVATE HOME DAY CARE AGENCIES		TOTAL
	NON PROFIT	PROFIT	
HOURS OF CARE PROVIDED.........	24.5%	20.0%	24.1%
JOBLEVEL/POSITION...	17.9%	.0%	16.4%
FLAT RATE TO ALL....	14.2%	30.0%	15.5%
AGES OF CHILDREN IN CARE.............	9.4%	10.0%	9.5%
SENORITY............	7.5%	.0%	6.9%
EDUCATIONAL/TRAINING QUALIFICATIONS...	6.6%	.0%	6.0%
EQUAL AMOUNT PAID TO ALL PROVIDERS....	6.6%	.0%	6.0%
PROVIDER BONUS PAID ANNUALLY BASED ON SENORITY.........	2.8%	.0%	2.6%
FLAT RATE TO ALL PROVIDERS BASED ON LEVEL OF CARE.	1.9%	10.0%	2.6%
ALL OTHERS..........	8.2%	.0%	8.2%
TOTAL...............	106	10	116
....	100.0%	100.0%	100.0%

Note: This is a multiple response table. The Numbers in the cells represent the number of times an occurence was mentioned and percentages are based on occurences - not cases

TABLE A-52

HOW DIRECT OPERATING GRANT PAYMENTS WERE MADE

	PRIVATE HOME DAY CARE AGENCIES		TOTAL
	NON PROFIT	PROFIT	
TYPE			
PRO-RATED INCREASE EACH PAY.........	28.0%	.0%	25.6%
ACCROSS-THE-BOARD INCREASE TO PAYMENT RATES....	24.4%	12.5%	23.3%
A QUARTERLY PAYMENT.	13.4%	50.0%	16.7%
QUARTERLY BONUS BASED ON HOURS OF CARE.............	12.2%	25.0%	13.3%
ANNUAL ONE-TIME BONUS............	9.8%	.0%	8.9%
QUARTERLY BONUS BASED ON DAYS OF CARE PROVIDED....	3.7%	12.5%	4.4%
QUARTERLY BONUS BASED ON PERCENTSAGE OF PROVIDER EARNINGS	2.4%	.0%	2.2%
A ONE TIME PAYMENT..	1.2%	.0%	1.1%
A MONTHLY PAYMENT...	1.2%	.0%	1.1%
OTHERS..............	3.6%	.0%	3.6%
TOTAL...............	82	8	90
....	100.0%	100.0%	100.0%

Note: This is a multiple response table. The Numbers in the cells represent the number of times an occurence was mentioned and percentages are based on occurences - not cases

TABLE A-53

WHO APPROVED DIRECT OPERATING GRANT DISTRIBUTION

	PRIVATE HOME DAY CARE AGENCIES		TOTAL
	NON PROFIT	PROFIT	
TYPE			
MUNICIPAL COUNCIL/BOARD OF EDUCATION/BOARD OF REGENTS.......	19.1%	.0%	18.1%
BOARD AND PROGRAM/AGENCY DIRECTOR.........	17.6%	.0%	16.7%
BOARD OF DIRECTORS/OWNER/ OPERATOR ONLY....	11.8%	75.0%	15.3%
BOARD AND DIRECTOR AND PROGRAM STAFF	11.8%	25.0%	12.5%
DEPARTMENT HEAD.....	13.2%	.0%	12.5%
CHIEF ADMINISTRATOR/ REGIONAL MANAGER.	7.4%	.0%	6.9%
UNION...............	5.9%	.0%	5.6%
DAYCARE ADVISORY BOARD............	2.9%	.0%	2.8%
ALL OTHERS..........	10.3%	.0%	9.7%
TOTAL...............	68	4	72
....	100.0%	100.0%	100.0%

Note: This is a cultiple response table. The Numbers in the cells represent the number of times an occurence was mentioned and percentages are based on occurences - not cases

TABLE A-54

WHO ADMINISTERED DIRECT OPERATING GRANT DISTRIBUTION

	PRIVATE HOME DAY CARE AGENCIES		TOTAL
	NON PROFIT	PROFIT	
DIRECT OPERATING GRANT DISTRIBUTION ADMINISTERED BY			
BOARD OF DIRECTORS/OWNER/ OPERATOR ONLY....	18.4%	50.0%	21.4%
SUPERVISORY STAFF ONLY.............	23.7%	.0%	21.4%
BOARD AND STAFF.....	15.8%	50.0%	19.0%
TREASURER/PAYROLL/ ACCOUNTANT/ BOOKKEEPER.......	34.2%	.0%	31.0%
ALL OTHERS..........	7.9%	.0%	7.1%
TOTAL...............	38	4	42
....	100.0%	100.0%	100.0%

TABLE A-55

UNION INVOLVEMENT IN DIRECT OPERATING GRANT DISTRIBUTION

	PRIVATE HOME DAY CARE AGENCIES		TOTAL
	NON PROFIT	PROFIT	
STAFF IN THIS ORGANIZATION?			
ALL NON-UNIONIZED...	76.9%	100.0%	79.1%
ALL UNIONIZED.......	5.1%	.0%	4.7%
SOME UNIONIZED SOME NOT..............	17.9%	.0%	16.3%
TOTAL...............	39	4	43
....	100.0%	100.0%	100.0%
UNION INVOLVED IN DIRECT OPERATING GRANT DISTRIBUTION?			
YES.................	55.6%	.0%	55.6%
NO..................	44.4%	.0%	44.4%
TOTAL...............	9	0	9
....	100.0%	.0%	100.0%
UNION WANT DIRECT OPERATING GRANT GIVEN TO NON-CHILDCARE STAFF?			
YES.................	100.0%	.0%	100.0%
TOTAL...............	5	0	5
....	100.0%	.0%	100.0%
DID THIS IN FACT HAPPEN?			
YES.................	80.0%	.0%	80.0%
NO..................	20.0%	.0%	20.0%
TOTAL...............	5	0	5
....	100.0%	.0%	100.0%

TABLE A-56

OVERALL IMPACT OF DIRECT OPERATING GRANT ON SALARIES AND REASONS FOR NEGATIVE IMPACT

	PRIVATE HOME DAY CARE AGENCIES		TOTAL
	NON PROFIT	PROFIT	
OVERALL DO YOU THINK DIRECT OPERATING GRANT HAS?			
GREATLY IMPROVED SALARY/BENEFITS LEVELS...........	34.2%	.0%	31.0%
SLIGHTLY IMPROVED LEVELS...........	44.7%	50.0%	45.2%
NOT CHANGED SALARY/BENEFITS LEVELS...........	13.2%	.0%	11.9%
HAD NEGATIVE IMPACT ON LEVELS........	2.6%	50.0%	7.1%
NONE................	5.4%	.0%	4.8%
TOTAL...............	38	4	42
....	100.0%	100.0%	100.0%

Note: This is a multiple response table. The Numbers in the cells represent the number of times an occurence was mentioned and percentages are based on occurences - not cases

TABLE A-57

OVERALL IMPACT OF DIRECT OPERATING GRANT ON RATES TO PROVIDERS AND REASONS FOR NEGATIVE IMPACT

	PRIVATE HOME DAY CARE AGENCIES		TOTAL
	NON PROFIT	PROFIT	
OVERALL DO YOU THINK DIRECT OPERATING GRANT HAS GREATLY IMPROVED PROVIDER PAYMENTS WITHIN AGENCY....	35.1%	.0%	31.7%
SLIGHTLY IMPROVED PROVIDER PAYMENTS	59.5%	50.0%	58.5%
HAD NEGATIVE IMPACT ON PROVIDER PAYMENTS.........	5.4%	50.0%	9.8%
TOTAL...............	37	4	41
....	100.0%	100.0%	100.0%

Note: This is a multiple response table. The Numbers in the cells represent the number of times an occurence was mentioned and percentages are based on occurences - not cases

NON SALARY USE

TABLE A-58

NUMBER OF CENTRES WHO USED DIRECT OPERATING GRANT FOR NON SALARY PURPOSES

	PRIVATE HOME DAY CARE AGENCIES		TOTAL
	NON PROFIT	PROFIT	
DIRECT OPERATING GRANT USED FOR NON SALARY PURPOSES?			
YES..................	43.6%	25.0%	41.9%
NO..................	56.4%	75.0%	58.1%
TOTAL...............	39	4	43
....	100.0%	100.0%	100.0%

TABLE A-59

NUMBER OF CENTRES WHO USED DIRECT OPERATING GRANT EXCLUSIVELY FOR NON SALARY PURPOSES

	PRIVATE HOME DAY CARE AGENCIES		TOTAL
	NON PROFIT	PROFIT	
DIRECT OPERATING GRANT USED FOR NON SALARY PURPOSES?			
YES..................	0.0%	0.0%	0.0%
NO..................	100.0%	100.0%	100.0%
TOTAL...............	39	4	43
....	100.0%	100.0%	100.0%

TABLE A-60

PERCENTAGE OF NON-SALARY DOLLARS USED FOR SELECTED PURPOSES

	PRIVATE HOME DAY CARE AGENCIES		
	NON PROFIT	PROFIT	TOTAL
ITEMS			
TRANSITIONAL GRANT REDUCTION........	49.9%	0.0%	49.7%
AFFORDABILITY/PARENT FEES/ PER DIEM REDUCTIONS.......	8.1%	0.0%	8.0%
PROVIDER INSURANCE PAYMENTS..........	.3%	0.0%	.3%
OFFSET OPERATING SHORTFALL........	.9%	0.0%	.9%
PROVIDER AWARDS.....	.2%	0.0%	.2%
PURCHASE OF SERVICE.	.6%	0.0%	.6%
PROVIDER TRAINING...	.9%	0.0%	.9%
STAFF TRAINING/ TRAINING MATERIALS.......	20.5%	100.0%	20.7%
ALL OTHERS..........	18.7%	0.0%	18.6%
TOTAL...............	100.0%	100.0%	100.0%

TABLE A-61

WHY DIRECT OPERATING GRANT USED FOR NON SALARY ITEMS

	PRIVATE HOME DAY CARE AGENCIES		TOTAL
	NON PROFIT	PROFIT	
REASONS			
OTHER USES HAD HIGHER PRIORITY..	26.3%	100.0%	30.0%
EXISTING SALARY/BENEFITS ADEQUATE.........	21.1%	.0%	20.0%
STAFF TRAINING COST REDUCTIONS.......	10.5%	.0%	10.0%
MAXIMUM ALLOWABLE GRANT AMOUNTS SET	5.3%	.0%	5.0%
DESIRE TO MAINTAIN CURRENT FEE STRUCTURE/PER DIEM.............	5.3%	.0%	5.0%
ALL OTHERS..........	31.6%	.0%	30.0%
TOTAL...............	19	1	20
....	100.0%	100.0%	100.0%

Note: This is a multiple response table. The Numbers in the cells represent the number of times an occurence was mentioned and percentages are based on occurences - not cases

TABLE A-62

IMPACT OF DIRECT OPERATING GRANT ON PARENT FEES

	PRIVATE HOME DAY CARE AGENCIES		TOTAL
	NON PROFIT	PROFIT	
OVERALL DO YOU THINK DIRECT OPERATING GRANT HAS?			
ALLOWED PARENTS FEES TO REMAIN THE SAME............	15	0	15
....	42.9%	.0%	38.5%
REDUCED PARENTS FEES	1	0	1
....	2.9%	.0%	2.6%
HAD NO IMPACT ON PARENTS FEES.....	19	4	23
....	54.3%	100.0%	59.0%
TOTAL...............	100.0%	100.0%	100.0%

TABLE A-63

DEGREE INITIAL AND ON-GOING WORKLOAD INCREASED BECAUSE OF DIRECT OPERATING GRANT

	PRIVATE HOME DAY CARE AGENCIES		TOTAL
	NON PROFIT	PROFIT	
WHEN DIRECT OPERATING GRANT FIRST RECEIVED WORKLOAD INCREASED?			
A VERY HIGH DEGREE..	13	0	13
....	34.2%	.0%	31.0%
A MODERATELY HIGH DEGREE...........	16	3	19
....	42.1%	75.0%	45.2%
A MODERATELY LOW DEGREE...........	6	1	7
....	15.8%	25.0%	16.7%
HARDLY AT ALL.......	3	0	3
....	7.9%	.0%	7.1%
TOTAL...............	100.0%	100.0%	100.0%
ON-GOING WORKLOAD WILL INCREASE?			
A VERY HIGH DEGREE..	4	0	4
....	10.5%	.0%	9.5%
A MODERATELY HIGH DEGREE...........	17	3	20
....	44.7%	75.0%	47.6%
A MODERATELY LOW DEGREE...........	13	1	14
....	34.2%	25.0%	33.3%
HARDLY AT ALL.......	4	0	4
....	10.5%	.0%	9.5%
TOTAL...............	100.0%	100.0%	100.0%

TABLE A-64

OTHER DIRECT OPERATING GRANT IMPACTS

	PRIVATE HOME DAY CARE AGENCIES		TOTAL
	NON PROFIT	PROFIT	
IMPACTS			
ADMINISTRATIVE CONFUSION/HEADACHE	17.6%	.0%	16.7%
PROVIDES INCENTIVE TO PROVIDERS TO WORK FOR LICENSED AGENCY...........	11.8%	.0%	11.1%
INCREASED SALARIES/BENEFITS	5.9%	.0%	5.6%
STABILIZES PROGRAM/LESS FREQUENT STAFF/PROVIDER TURN-OVER........	5.9%	.0%	5.6%
SUBSTANTIAL WORKLOAD INCREASE.........	5.9%	.0%	5.6%
IMPLEMENTATION GUIDELINES/PROCEDURES /FORMS NOT CLEAR............	5.9%	.0%	5.6%
NEW, MORE COMPLEX ACCOUNTING/TRACKING METHODS NEEDED BY DOG...........	5.9%	.0%	5.6%
INCREASED TENSION BETWEEN DAY CARE/NON-DAY CARE STAFF............	5.9%	.0%	5.6%
UNCERTAINTY DOG CONTINUATION MAKES FINANCIAL PLANNING HARD....	5.9%	.0%	5.6%
TOTAL...............	17	1	18
....	100.0%	100.0%	100.0%

Note: This is a multiple response table. The Numbers in the cells represent the number of times an occurence was mentioned and percentages are based on occurences - not cases

TABLE A-65
FINAL COMMENTS

	PRIVATE HOME DAY CARE AGENCIES		TOTAL
	NON PROFIT	PROFIT	
THANKS FOR TAKING AN INTEREST IN E.C.E./GRANTS MOST WELCOME.....	11.4%	.0%	9.1%
DIRECT OPERATING GRANT IMPLEMENTATION/ ALLOCATION FORMULA NEEDS STANDARDIZING....	11.4%	.0%	9.1%
CONTINUE DOG FUNDING	5.7%	.0%	4.5%
E.C.E. EARNING POTENTIAL GREATER/SALARIES/ BENEFITS INCREASED........	5.7%	.0%	4.5%
BETTER/MORE DOG INFORMATION NOT MADE AVAILABLE AT OUTSET...........	5.7%	.0%	4.5%
DIRECT OPERATING GRANT FORMS TOO COMPLICATED/TOO CONFUSING/NOT CLEAR............	5.7%	.0%	4.5%
DOG HAS INCREASED STAFF MORALE.....	2.9%	.0%	2.3%
PROVIDER EARNINGS INCREASED TO MORE REALISTIC LEVEL..	2.9%	.0%	2.3%
PROFESSIONAL RECOGNITION APPRECIATED......	2.9%	.0%	2.3%
DOG ALLOCATION NOT ENOUGH/UNFAIR....	2.9%	.0%	2.3%
COMMERCIAL CENTRES SHOULD RECEIVE FULL DOG FUNDING.	.0%	11.1%	2.3%
CONFLICTING MESSAGES RECEIVED FROM MINISTRY.........	2.9%	.0%	2.3%

Note: This is a multiple response table. The Numbers in the cells represent the number of times an occurence was mentioned and percentages are based on occurences - not cases

APPENDIX B

DEFINITIONS

APPENDIX C
QUESTIONNAIRES USED IN STUDY

STUDY OF DIRECT OPERATING GRANTS TO CHILD CARE ORGANIZATIONS IN ONTARIO

On behalf of The Ontario Ministry of Community and Social Services, The Levy-Coughlin Partnership is conducting a province-wide Study of the activation of The Direct Operating Grants in 1988.

You may be assured complete confidentiality. The form has a number for mailing purposes only. This is so we may check your name off the mailing list when the form is returned.

WE WOULD LIKE THE FORM COMPLETED BY THE MEMBER OR MEMBERS OF YOUR ORGANIZATION MOST FAMILIAR WITH THE USE AND DISTRIBUTION OF THE DIRECT OPERATING GRANT.

THE INFORMATION IN THIS FORM RELATES TO ALL YOUR CENTRE BASED DAY CARE OPERATIONS. YOUR PRIVATE HOME DAY CARE OPERATIONS SHOULD NOT BE INCLUDED.

ALL INFORMATION REQUESTED IN THIS FORM RELATES TO THE DIRECT OPERATING GRANT YOUR MUNICIPALITY RECEIVED *LAST YEAR* (1988).

INTRODUCTION

his form is designed to obtain information from you regarding your organization's use of the Direct Operating Grant *last year (1988)*.

his knowledge will be used to better understand the uses of the grant and hus improve the program in the future.

For almost all questions all that is required is to;

Fill in the boxes

Circle the numbers.

or some questions, more than one answer may be applicable. In this case, please circle **ALL** appropriate answers. Please feel free to write in the margins.

ECTION A. DOLLAR AMOUNT OF DIRECT OPERATING GRANTS AND GRANT RECIPIENTS IN 1988

his first section of the form requests information on **THE DOLLAR AMOUNT OF GRANT OUR ORGANIZATION RECEIVED IN 1988**, and the amount that went to various staff ositions.

. What was the **TOTAL DOLLAR AMOUNT OF THE DIRECT OPERATING GRANT** your organization received in 1988? (PLEASE WRITE THE TOTAL DOLLAR AMOUNT IN THE BOX BELOW)

. What was the **TOTAL DOLLAR AMOUNT OF THE DIRECT OPERATING GRANT** that was used for each of the following;
(PLEASE WRITE THE APPROPRIATE TOTAL DOLLAR AMOUNT IN THE BOXES BELOW)

To Supplement Full Time Staff Salaries	To Supplement Full Time Staff Benefits	To Supplement Part Time Staff Salaries	To Supplement Part Time Staff Benefits

For Non-Salary Purposes

3. Could you please indicate the degree the administrative workload was increased **WHEN YOU FIRST RECEIVED THE DIRECT OPERATING GRANT** by circling the appropriate number below.

When we **FIRST RECEIVED THE GRANT**, the workload was increased;

A VERY HIGH DEGREE	A MODERATELY HIGH DEGREE	A MODERATELY LOW DEGREE	HARDLY AT ALL
1	2	3	4

3(a). Could you please indicate the degree **THE ON-GOING ADMINISTRATIVE WORKLOAD** is expected to increase as a result of administering the Direct Operating grant by circling the appropriate number below.

The **ON-GOING ADMINISTRATIVE WORKLOAD** will increase;

A VERY HIGH DEGREE	A MODERATELY HIGH DEGREE	A MODERATELY LOW DEGREE	HARDLY AT ALL
1	2	3	4

!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!! **PLEASE NOTE** !!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!

F ANY PORTION OF THE DIRECT OPERATING GRANT WAS USED TO SUPPLEMENT FULL OR PART TIME STAFF SALARIES OR BENEFITS, PLEASE CONTINUE WITH THE NEXT QUESTION - "GRANT AMOUNTS TO STAFF IN YOUR ORGANIZATION".

F THE DIRECT OPERATING GRANT WAS USED ONLY FOR NON-SALARY PURPOSES PLEASE GO TO ECTION B, QUESTION # 18.

RANT AMOUNTS TO STAFF IN YOUR ORGANIZATION

In questions #4, #5, #6 and #7, we are requesting you to detail the direct perating grant amounts that were provided to full and part time staff *IN 1988*.

n order to do this, we are using staff position titles to group the personnel in your organisation. The list below contains the staff *position* titles and the ositions descriptions related to each title.

LEASE READ THE POSITION TITLES AND DESCRIPTIONS, AND GROUP STAFF ACCORDING TO THE POSITION TITLES WHEN ANSWERING QUESTIONS #4, #5, #6, AND #7.

HANK YOU.

STAFF POSITION CODES AND DESCRIPTIONS

TITLE	POSITION DESCRIPTION
PROGRAM/AGENCY/EXECUTIVE DIRECTOR/OWNER/OPERATOR	Has overall responsibility for management and operation of the program. In community based voluntary non-profit centres, this person usually reports to the Board of Directors.
SUPERVISOR/HEAD-TEACHER	Assumes responsibility for implementing program. Usually reports to program/ agency director/owner/operator, and usually supervises assistant teachers or program staff.
ASSISTANT DIRECTOR/ OFFICE ADMINISTRATOR	Performs functions as assistant to the Director. Usually assumes administrative, book-keeping functions.
ASSISTANT TEACHER	Program staff working primarily with children.
COOK	Primarily responsible for providing meals and snacks in program.
CLEANER	Primarily responsible for maintaining building and site.

4. DIRECT OPERATING GRANT AMOUNTS TO E.C.E. AND EQUIVALENT FULL TIME STAFF MEMBERS IN 1988

In this question, we would like you to consider **ALL TRAINED FULL TIME STAFF ONLY, WHO DID AND DID NOT RECEIVE DIRECT OPERATING GRANTS. BY TRAINED FULL TIME STAFF, WE MEAN FULL TIME STAFF WHO HOLD A DIPLOMA OR DEGREE IN EARLY CHILDHOOD EDUCATION OR HAVE BEEN GRANTED AN EQUIVALENCY DESIGNATION FROM THE ASSOCIATION OF EARLY CHILDHOOD EDUCATION, ONTARIO OR FROM AN ONTARIO COLLEGE OF APPLIED ARTS AND TECHNOLOGY OR OTHERWISE APPROVED BY THE MINISTRY.**

Could you please complete the following table for **ALL TRAINED FULL TIME STAFF MEMBERS**. Please group your staff using the staff position titles to "fit" each staff member's role as closely as possible. Although the table may appear complicated, it is easy if you take **ONE STAFF GROUP AT A TIME.**

Staff Group Position Description	Total Number Of Staff In In This Position In 1988 Who		Total Annual* Salary In 1988 WITHOUT GRANT For All Staff Who		Total DOG Dollars Given As A Bonus	Total DOG Dollars Given As Salary	Total DOG Dollars Given As Salary And Bonus	Total 1988 DOG Dollars For This Position
	Received DOG	Did Not Receive DOG	Received DOG	Did Not Receive DOG				
PROGRAM/AGENCY/EXECUTIVE DIRECTOR/OWNER/OPERATOR								
SUPERVISOR/HEAD-TEACHER								
ASSISTANT DIRECTOR/ OFFICE ADMINISTRATOR								
ASSISTANT TEACHER								
COOK								
CLEANER								

* **PLEASE SUM THE ANNUAL SALARIES FOR ALL STAFF IN EACH POSITION GROUP. FOR EXAMPLE, IF THERE WERE THREE STAFF WHO WERE SUPERVISORS YOU WOULD ENTER THE TOTAL OF ALL THREE SUPERVISORS' ANNUAL SALARIES IN THIS COLUMN. (EG; $20,000 + $19,000 + $21,000 = $60,000)**

5. DIRECT OPERATING GRANT AMOUNTS TO REMAINING FULL TIME STAFF MEMBERS IN 1988

In this question, we would like you to consider ALL OTHER FULL TIME STAFF NOT INCLUDED IN THE ABOVE QUESTION.

Could you please complete the following table for ALL REMAINING FULL TIME STAFF MEMBERS, EVEN IF THEY DID NOT RECEIVE A PORTION OF THE GRANT. Please group the staff using the staff position titles to "fit" each staff member's role as closely as possible.

Staff Group Position Description	Total Number Of Staff In In This Position In 1988 Who		Total Annual* Salary In 1988 WITHOUT GRANT For All Staff Who		Total DOG Dollars Given As A Bonus	Total DOG Dollars Given As Salary	Total DOG Dollars Given As Salary And Bonus	Total 1988 DOG Dollars For This Position
	Received DOG	Did Not Receive DOG	Received DOG	Did Not Receive DOG				
PROGRAM/AGENCY/EXECUTIVE DIRECTOR/OWNER/OPERATOR								
SUPERVISOR/HEAD-TEACHER								
ASSISTANT DIRECTOR/ OFFICE ADMINISTRATOR								
ASSISTANT TEACHER								
COOK								
CLEANER								

* PLEASE SUM THE ANNUAL SALARIES FOR ALL STAFF IN EACH POSITION GROUP.

6. DIRECT OPERATING GRANT AMOUNTS TO E.C.E. AND EQUIVALENT PART TIME STAFF MEMBERS IN 1988

In this question, we would like you to consider ALL TRAINED PART TIME STAFF, WHETHER THEY RECEIVED A PORTION OF THE GRANT OR NOT. BY TRAINED PART TIME STAFF, WE MEAN PART TIME STAFF WHO HOLD A DIPLOMA OR DEGREE IN EARLY CHILDHOOD EDUCATION OR HAVE BEEN GRANTED AN EQUIVALENCY DESIGNATION FROM THE ASSOCIATION OF EARLY CHILDHOOD EDUCATION, ONTARIO OR FROM AN ONTARIO COLLEGE OF APPLIED ARTS AND TECHNOLOGY OR OTHERWISE APPROVED BY THE MINISTRY.

Could you please complete the following table for ALL TRAINED PART TIME STAFF MEMBERS EVEN IF THEY DID NOT RECEIVE A PORTION OF THE GRANT. When completing the annual salary for part time staff, please use the annual salary your organization paid the part time staff member in 1988 - excluding the grant. If this is not possible, *PLEASE PROVIDE THE BEST ESTIMATE YOU CAN, GIVEN YOUR ORGANIZATION'S PLANNED USE OF THE PART TIME STAFF PERSON OVER A 12 MONTH PERIOD.* Please group the staff using the staff position titles to "fit" each staff member's role as closely as possible.

Staff Group Position Description	Total Number Of Staff In This Position In 1988 Who		Total Annual* Salary In 1988 WITHOUT GRANT For All Staff Who		Total DOG Dollars Given As A Bonus	Total DOG Dollars Given As Salary	Total DOG Dollars Given As Salary And Bonus	Total 1988 DOG Dollars For This Position
	Received DOG	Did Not Receive DOG	Received DOG	Did Not Receive DOG				
PROGRAM/AGENCY/EXECUTIVE DIRECTOR/OWNER/OPERATOR								
SUPERVISOR/HEAD-TEACHER								
ASSISTANT DIRECTOR/ OFFICE ADMINISTRATOR								
ASSISTANT TEACHER								
COOK								
CLEANER								

* PLEASE SUM THE ANNUAL SALARIES FOR ALL STAFF IN EACH POSITION GROUP.

7. DIRECT OPERATING GRANT AMOUNTS TO REMAINING PART TIME STAFF MEMBERS IN 1988

In this question, we would like you to consider **ALL OTHER PART TIME STAFF NOT INCLUDED IN THE ABOVE QUESTION**, **WHETHER THEY RECEIVED A PORTION OF THE GRANT OR NOT**.

Could you please complete the following table for **ALL REMAINING PART TIME STAFF MEMBERS**, **EVEN IF THEY DID NOT RECEIVE A PORTION OF THE GRANT**. For each staff member, please use the staff position titles to "fit" each staff member's role as closely as possible. Again, when completing the annual salary for part time staff, please use the annual salary your organization paid the part time staff member in 1988 - excluding the grant. If this is not possible, ***PLEASE PROVIDE THE BEST ESTIMATE YOU CAN, GIVEN YOUR ORGANIZATION'S PLANNED USE OF THE PART TIME STAFF PERSON OVER A 12 MONTH PERIOD.***

Staff Group Position Description	Total Number Of Staff In In This Position In 1988 Who		Total Annual* Salary In 1988 WITHOUT GRANT For All Staff Who		Total DOG Dollars Given As A Bonus	Total DOG Dollars Given As Salary	Total DOG Dollars Given As Salary And Bonus	Total 1988 DOG Dollars For This Position
	Received DOG	Did Not Receive DOG	Received DOG	Did Not Receive DOG				
PROGRAM/AGENCY/EXECUTIVE DIRECTOR/OWNER/OPERATOR								
SUPERVISOR/HEAD-TEACHER								
ASSISTANT DIRECTOR/ OFFICE ADMINISTRATOR								
ASSISTANT TEACHER								
COOK								
CLEANER								

* PLEASE SUM THE ANNUAL SALARIES FOR ALL STAFF IN EACH POSITION GROUP.

8. In this question, we are interested in understanding why some FULL TIME OR PART TIME staff members did not receive a portion of the Direct Operating grant.

Considering FULL TIME STAFF POSITIONS ONLY, could you please list the primary reasons FULL TIME STAFF did not receive the direct operating grant? (PLEASE WRITE YOUR REASONS SEPARATELY FOR EACH STAFF GROUPING)

POSITION DESCRIPTION	PRIMARY REASONS WHY GRANT WAS NOT GIVEN
PROGRAM/AGENCY/EXECUTIVE DIRECTOR/OWNER/OPERATOR	
SUPERVISOR/HEAD TEACHER	
ASSISTANT DIRECTOR/OFFICE ADMINISTRATOR	
ASSISTANT TEACHER ADMINISTRATOR	
COOK	
CLEANER	

9. Considering PART TIME STAFF POSITIONS ONLY, could you please list the primary reasons PART TIME STAFF did not receive the direct operating grant? (PLEASE WRITE YOUR REASONS SEPARATELY FOR EACH STAFF GROUPING)

POSITION DESCRIPTION	PRIMARY REASONS WHY GRANT WAS NOT GIVEN
PROGRAM/AGENCY/EXECUTIVE DIRECTOR/OWNER/OPERATOR	
SUPERVISOR/HEAD TEACHER	
ASSISTANT DIRECTOR/OFFICE ADMINISTRATOR	
ASSISTANT TEACHER ADMINISTRATOR	
COOK	
CLEANER	

10. **PLEASE COMPLETE THIS QUESTION IF YOUR ORGANIZATION USED ANY PORTION OF THE DIRECT OPERATING GRANT TO ASSIST WITH STAFF BENEFITS. IF NOT, PLEASE GO TO QUESTION #12, ON THE NEXT PAGE.**

For each of the possible benefits your organization may offer staff, could you please indicate with an "X" in each appropriate box of the table;

- Which of the benefits are received by full time staff
- Which benefits are received by part time staff
- Which benefits to full time staff were supplemented by the Direct Operating Grant
- Which benefits to part time staff were supplemented by the Direct Operating Grant

If the Direct Operating Grant was not used to assist with staff benefits, please go to question #12.

	Benefits For Full Time Staff	Benefits For Part Time Staff	Full Time Staff Benefits Assisted By Grant	Part Time Staff Benefits Assisted By Grant
O.H.I.P.				
LIFE INSURANCE				
ACCIDENTAL AND DISMEMBERMENT INSURANCE				
EXTENDED HEALTH (eg;long term disability, vision,dental, drug plan)				
PENSION PLAN				
REDUCED FEE FOR STAFF CHILDREN				
VACATION OVER 10 DAYS OR OVER 4%				
PAID SICK TIME				
OTHER (PLEASE SPECIFY)				

11. Could you please fill in the **TOTAL ANNUAL COST OF BENEFITS OFFERED YOUR FULL AND PART TIME STAFF** and the **TOTAL DOLLAR AMOUNT** of the Direct Operating Grant that assisted in paying for your staff benefits **IN 1988**. By total cost of benefits, we mean the total cost to the employee and employer to provide the benefits.

Total Cost Of Full Time Staff Benefits in 1988	Total Cost Of Part Time Staff Benefits in 1988	Total Dollar Amount Of Grant in 1988 For Full Time Staff Benefits	Total Dollar Amount Of Grant in 1988 For Part Time Staff Benefits

1(a). Were the additional employer benefit costs created by the Direct Operating Grant an excessive financial burden on your organization?

1 YES

2 NO

2. On what basis were the amounts of the Direct Operating Grant distributed to staff. Were the amounts based on;
(PLEASE CIRCLE **ALL** APPROPRIATE NUMBERS)

1 SENIORITY OF STAFF MEMBER

2 EDUCATIONAL/TRAINING QUALIFICATIONS OF STAFF MEMBER

3 JOB LEVEL OF STAFF MEMBER (EG; supervisor, non-supervisor)

4 FLAT RATE TO ALL STAFF MEMBERS

5 SOME OTHER METHOD (PLEASE SPECIFY)

3. How were the direct operating Grant payments made?
(PLEASE CIRCLE **ALL** APPROPRIATE NUMBERS)

1 A ONE TIME PAYMENT

2 AS A PRO-RATED INCREASE ON EACH PAY CHEQUE

3 A MONTHLY PAYMENT

4 A QUARTERLY PAYMENT

5 SOME OTHER METHOD (PLEASE SPECIFY)

4. Who was involved in the decision to distribute grant funds to staff?
(PLEASE CIRCLE THE APPROPRIATE NUMBER)

1 THE BOARD OF DIRECTORS/OWNER/OPERATOR ONLY

2 THE BOARD OF DIRECTORS/OWNER/OPERATOR **AND** PROGRAM/AGENCY/EXECUTIVE DIRECTOR

3 THE BOARD OF DIRECTORS/OWNER/OPERATOR, PROGRAM/AGENCY/EXECUTIVE DIRECTOR **AND** PROGRAM STAFF

4 OTHER INDIVIDUALS/METHOD (PLEASE SPECIFY)

15. Who administered the actual distribution and payment of the Direct Operating Grant? (ie; wrote cheques etc.) Was it;
(PLEASE CIRCLE THE APPROPRIATE NUMBER)

1 THE BOARD OF DIRECTORS/OWNER/OPERATOR ONLY

2 SUPERVISORY STAFF ONLY

3 THE BOARD OF DIRECTORS/OWNER/OPERATOR **AND** STAFF

4 OTHER INDIVIDUALS/METHOD (PLEASE SPECIFY)

16. Are the staff in this organization;
(PLEASE CIRCLE THE APPROPRIATE NUMBER)

1 ALL NON-UNIONIZED ---------------->PLEASE GO TO QUESTION 17

2 ALL UNIONIZED

3 SOME UNIONIZED SOME NOT

16(a). Was the union involved in the final decision to distribute the grant?
(PLEASE CIRCLE THE APPROPRIATE NUMBER)

1 YES---> Did the union wish to distribute the Grant to staff members NOT INVOLVED IN CHILD CARE?
(PLEASE CIRCLE THE APPROPRIATE NUMBER)

1 YES 2 NO

Did this, in fact, happen?

1 YES 2 NO

Were negotiations with the union amicable?

1 YES

2 NO ---> Why not? (PLEASE EXPLAIN)

2 NO --> PLEASE GO TO QUESTION #17

____

____

17. Overall, do you think the Direct Operating Grant has;
(PLEASE CIRCLE THE APPROPRIATE NUMBER)

1 Greatly improved salary and benefit levels for staff

2 Slightly improved salary and benefit levels for staff

3 Not changed salary and benefit levels for staff

4 Had a negative impact on salary and benefit levels for staff

Why has the direct operating grant had a negative impact on salary and benefit levels?

____

____

____

SECTION B. NON SALARY USE OF THE DIRECT OPERATING GRANT

F ANY AMOUNT OF THE DIRECT OPERATING GRANT WAS USED ON ITEMS NOT RELATED TO STAFF SALARIES AND BENEFITS, PLEASE COMPLETE THIS SECTION. OTHERWISE, PLEASE GO TO SECTION C, QUESTION #22.

18. Could you please indicate the total dollar amounts of your Direct Operating Grant that were used for the reasons indicated.
(PLEASE FILL IN THE DOLLAR AMOUNTS IN THE APPROPRIATE BOXES BELOW)

Offset Operating Expenditures (ie; reduce parent fees reduce transitional grant)	Staff Training

IF STAFF TRAINING ONLY PLEASE GO TO QUESTION # 19

Please specify the increased operating expenditures that were offset by the grant?

ITEM	AMOUNT
Reduce Transitional Grant (if use for this purpose)	

19. Did your organization use the Direct Operating Grant for non-salary items because;
(PLEASE CIRCLE THE APPROPRIATE NUMBER)

1 THE MAXIMUM ALLOWABLE GRANT AMOUNTS HAD ALREADY BEEN SET

2 EXISTING SALARY AND BENEFIT LEVELS WERE ADEQUATE

3 OTHER USES WERE THOUGHT TO BE HIGHER PRIORITY

4 AN EXISTING UNION CONTRACT COULD NOT BE OPENED

5 OTHER (PLEASE SPECIFY)

____

____

____

20. Did your organization use the Direct Operating for any other non-salary expenditures that have not been covered to this point in the questionnaire?
(PLEASE CIRCLE THE APPROPRIATE NUMBER)

1 YES ------------> Could you please write in the other uses made of the grant and the total dollar amount of these expenditures?

	Other Uses	Total Dollar Value
1		
2		
3		
4		

2 NO

SECTION C. FINAL COMMENTS

22. Does your organization provide SUBSIDIZED CHILD CARE?
(PLEASE CIRCLE THE APPROPRIATE NUMBER)

1 YES------> AS A RESULT OF THE DIRECT OPERATING GRANT, did the number of your subsidised spaces?

    1 INCREASE

    2 DECREASE

    3 STAY THE SAME [That is; there was no link between the direct operating grant and the number of subsidised spaces]

2 NO

23. AS A RESULT OF THE DIRECT OPERATING GRANT, did the number of spaces for FULL FEE PAYING PARENTS;
(PLEASE CIRCLE THE APPROPRIATE NUMBER)

1 INCREASE

2 DECREASE

3 REMAIN THE SAME [That is; there was no link between the direct operating grant and the number of spaces for full fee paying parents]

24. Considering the impact the Direct Operating Grant has had on your subsidized spaces and the spaces for your full fee paying parents, would you say the impact has been;
(PLEASE CIRCLE THE APPROPRIATE NUMBER)

1 POSITIVE----->Why do you say this?

____

____

____

2 NEGATIVE----->Why do you say this?

____

____

____

25. Overall, did the Direct Operating Grant;
(PLEASE CIRCLE THE APPROPRIATE NUMBER)

1 ALLOW YOUR PARENTS' FEE TO REMAIN THE SAME

2 REDUCE PARENTS FEES------> Overall, by what percentage were Parents Fees Reduced? (PLEASE WRITE THE OVERALL PERCENTAGE REDUCTION IN PARENTS' FEES IN THE BOX BELOW)

```
 ------------
|            |
|          % |
|            |
 ------------
```

3 HAVE NO IMPACT ON PARENTS' FEES

26. Do you have any plans to spend your new (1989) Direct Operating Grant o
items NOT RELATED TO STAFF SALARIES AND BENEFITS?
(PLEASE CIRCLE THE APPROPRIATE NUMBER)

1 YES ------------> Could you please write in the non-salary uses yo plan to make of the 1989 grant and the total dolla amount of these expenditures?

1989 Non-salary Uses Of Direct Operating Grant	Dollar Amount Of Use
1. ______________	______
2. ______________	______
3. ______________	______
4. ______________	______

2 NO

27. How many individual centre based child care centres is your YMCA responsibl for? (PLEASE WRITE THE NUMBER IN THE SPACE BELOW)

____

28. Are there any other positive or negative impacts the Direct Operating Grant has made on your organization that have not been covered in this questionnaire?

____

____

____

____

29. Are there any other comments regarding the Direct Operating Grant you would like to make?

____

____

____

____

____

____

____

____

THANK YOU VERY MUCH FOR YOUR TIME AND EFFOR

PLEASE RETURN THE FORM IN THE POSTAGE PAID
RETURN ENVELOPE
IF YOU HAVE MISPLACED THE RETURN ENVELOPE :
PLEASE RETURN THE FORM TO
THE LEVY-COUGHLIN PARTNERSHIP
NORTH YORK POSTAL OUTLET
CITY CENTRE, SUITE 45010
5150 YONGE STREET
NORTH YORK
M2N 6L0

APPENDIX D

LISTING OF BENEFITS OFFERED AND SUPPLEMENTED BY DIRECT OPERATING GRANT

BENEFITS GIVEN TO FULL TIME STAFF

	TYPE OF CENTRE			TOTAL
	MUNICIPAL	NON PROFIT	PROFIT	
BENEFITS				
EXTENDED HEALTH.....	50.0%	15.5%	13.2%	18.3%
PAID SICK LEAVE.....	43.2%	17.1%	11.3%	18.3%
O.H.I.P.............	50.0%	15.5%	8.5%	17.2%
LIFE INSURANCE......	50.0%	12.6%	11.3%	15.9%
VACATION DAYS OVER 10/VACATION PAY OVER 4%..........	36.4%	13.2%	11.3%	15.0%
ACCIDENTAL/DISMEMBERMENT INSURANCE...	36.4%	11.3%	11.3%	13.7%
PENSION PLAN........	47.7%	9.0%	2.8%	11.3%
UN-EMPLOYMENT INSURANCE........	11.4%	12.3%	6.6%	10.9%
CANADA PENSION PLAN.	11.4%	11.3%	7.5%	10.4%
FEE REDUCTIONS FOR STAFF CHILDREN...	.0%	5.2%	10.4%	5.9%
WORKERS COMPENSATION	9.1%	4.5%	.0%	3.9%
EDUCATION ALLOWANCE.	.0%	2.9%	1.9%	2.4%
COMPANY SPONSORED SAVINGS PROGRAMS.	.0%	2.3%	.0%	1.5%
PROFESSIONAL ASSOCIATION/ RECREATIONAL CLUB MEMBERSHIP FEES..	.0%	.3%	.0%	.2%
TOTAL...............	440	3100	1060	4600

Note: This is a multiple response table. The Numbers in the cells represent the number of times an occurrence was mentioned and percentages are based on cases

BENEFITS GIVEN TO FULL TIME STAFF ASSISTED BY DIRECT OPERATING GRANT

	TYPE OF CENTRE			TOTAL
	MUNICIPAL	NON PROFIT	PROFIT	
BENEFITS				
LIFE INSURANCE......	18.2%	7.7%	7.5%	8.7%
EXTENDED HEALTH.....	15.9%	7.7%	8.5%	8.7%
UN-EMPLOYMENT INSURANCE........	11.4%	9.0%	6.6%	8.7%
CANADA PENSION PLAN.	11.4%	8.4%	6.6%	8.3%
PAID SICK LEAVE.....	22.7%	5.8%	6.6%	7.6%
ACCIDENTAL/DISMEMBERMENT INSURANCE...	9.1%	6.8%	7.5%	7.2%
O.H.I.P.............	18.2%	5.8%	5.7%	7.0%
VACATION DAYS OVER 10/VACATION PAY OVER 4%..........	20.5%	5.5%	5.7%	7.0%
PENSION PLAN........	25.0%	5.8%	.9%	6.5%
WORKERS COMPENSATION	9.1%	3.5%	.0%	3.3%
FEE REDUCTIONS FOR STAFF CHILDREN...	.0%	1.6%	.9%	1.3%
EDUCATION ALLOWANCE.	.0%	1.3%	.9%	1.1%
COMPANY SPONSORED SAVINGS PROGRAMS.	.0%	.6%	.0%	.4%
TOTAL...............	440	3100	1060	4600

Note: This is a multiple response table. The Numbers in the cells represent the number of times an occurrence was mentioned and percentages are based on cases

BENEFITS GIVEN TO PART TIME STAFF

	TYPE OF CENTRE			TOTAL
	MUNICIPAL	NON PROFIT	PROFIT	
BENEFITS				
O.H.I.P.............	13.6%	3.5%	2.8%	4.3%
LIFE INSURANCE......	13.6%	2.9%	2.8%	3.9%
ACCIDENTAL/DISMEMBERMENT INSURANCE...	6.8%	3.5%	2.8%	3.7%
EXTENDED HEALTH.....	13.6%	3.5%	3.8%	4.6%
PENSION PLAN........	6.8%	4.2%	.9%	3.7%
FEE REDUCTIONS FOR STAFF CHILDREN...	.0%	2.3%	3.8%	2.4%
VACATION DAYS OVER 10/VACATION PAY OVER 4%..........	15.9%	6.1%	4.7%	6.7%
PAID SICK LEAVE.....	13.6%	6.8%	4.7%	7.0%
WORKERS COMPENSATION	9.1%	2.6%	.0%	2.6%
CANADA PENSION PLAN.	9.1%	7.7%	4.7%	7.2%
UN-EMPLOYMENT INSURANCE........	9.1%	8.7%	4.7%	7.8%
COMPANY SPONSORED SAVINGS PROGRAMS.	.0%	.6%	.0%	.4%
EDUCATION ALLOWANCE.	.0%	.6%	.9%	.7%
PROFESSIONAL ASSOCIATION/ RECREATIONAL CLUB MEMBERSHIP FEES..	.0%	.3%	.0%	.2%
TOTAL...............	440	3100	1060	4600

Note: This is a multiple response table. The Numbers in the cells represent the number of times an occurrence was mentioned and percentages are based on cases

BENEFITS GIVEN TO PART TIME STAFF ASSISTED BY DIRECT OPERATING GRANT

	TYPE OF CENTRE			TOTAL
	MUNICIPAL	NON PROFIT	PROFIT	
BENEFITS				
O.H.I.P.............	4.5%	1.9%	.9%	2.0%
LIFE INSURANCE......	4.5%	1.9%	3.8%	2.6%
ACCIDENTAL/DISMEMBERMENT INSURANCE...	4.5%	2.3%	2.8%	2.6%
EXTENDED HEALTH.....	4.5%	1.6%	2.8%	2.2%
PENSION PLAN........	4.5%	3.5%	.0%	2.8%
FEE REDUCTIONS FOR STAFF CHILDREN...	.0%	1.0%	.0%	.7%
VACATION DAYS OVER 10/VACATION PAY OVER 4%..........	9.1%	3.2%	2.8%	3.7%
PAID SICK LEAVE.....	6.8%	2.3%	2.8%	2.8%
WORKERS COMPENSATION	9.1%	2.3%	.0%	2.4%
CANADA PENSION PLAN.	9.1%	8.1%	4.7%	7.4%
UN-EMPLOYMENT INSURANCE........	9.1%	8.1%	4.7%	7.4%
COMPANY SPONSORED SAVINGS PROGRAMS.	.0%	.3%	.0%	.2%
EDUCATION ALLOWANCE.	.0%	.3%	.9%	.4%
TOTAL...............	440	3100	1060	4600

Note: This is a multiple response table. The Numbers in the cells represent the number of times an occurrence was mentioned and percentages are based on cases

APPENDIX E

LISTING OF BENEFITS OFFERED AND SUPPLEMENTED BY DIRECT OPERATING GRANT FOR PRIVATE HOME DAY CARE AGENCIES

BENEFITS GIVEN TO FULL TIME STAFF

	PRIVATE HOME DAY CARE AGENCIES		TOTAL
	NON PROFIT	PROFIT	
BENEFITS			
LIFE INSURANCE......	30.8%	.0%	27.9%
O.H.I.P.............	28.2%	.0%	25.6%
EXTENDED HEALTH.....	28.2%	.0%	25.6%
PAID SICK LEAVE.....	28.2%	.0%	25.6%
ACCIDENTAL/DISMEMBERMENT INSURANCE...	25.6%	.0%	23.3%
VACATION DAYS OVER 10/VACATION PAY OVER 4%..........	25.6%	.0%	23.3%
PENSION PLAN.........	12.8%	.0%	11.6%
CANADA PENSION PLAN.	7.7%	.0%	7.0%
UN-EMPLOYMENT INSURANCE........	7.7%	.0%	7.0%
WORKERS COMPENSATION	5.1%	.0%	4.7%
COMPANY SPONSORED SAVINGS PROGRAMS.	5.1%	.0%	4.7%
FEE REDUCTIONS FOR STAFF CHILDREN...	2.6%	.0%	2.3%
96..................	2.6%	.0%	2.3%
TOTAL...............	390	40	430
....	1000.0%	1000.0%	1000.0%

Note: This is a multiple response table. The Numbers in the cells represent the number of times an occurence was mentioned and percentages are based on cases

BENEFITS GIVEN TO FULL TIME STAFF ASSISTED BY DIRECT OPERATING GRANT

	PRIVATE HOME DAY CARE AGENCIES		TOTAL
	NON PROFIT	PROFIT	
BENEFITS			
O.H.I.P.............	15.4%	.0%	14.0%
EXTENDED HEALTH.....	15.4%	.0%	14.0%
VACATION DAYS OVER 10/VACATION PAY OVER 4%..........	15.4%	.0%	14.0%
PAID SICK LEAVE.....	15.4%	.0%	14.0%
LIFE INSURANCE......	12.8%	.0%	11.6%
ACCIDENTAL/DISMEMBERMENT INSURANCE...	12.8%	.0%	11.6%
CANADA PENSION PLAN.	5.1%	.0%	4.7%
COMPANY SPONSORED SAVINGS PROGRAMS.	5.1%	.0%	4.7%
PENSION PLAN........	2.6%	.0%	2.3%
UN-EMPLOYMENT INSURANCE........	2.6%	.0%	2.3%
EDUCATION ALLOWANCE.	.0%	25.0%	2.3%
TOTAL...............	390	40	430
....	1000.0%	1000.0%	1000.0%

Note: This is a multiple response table. The Numbers in the cells represent the number of times an occurence was mentioned and percentages are based on cases

BENEFITS GIVEN TO PART TIME STAFF

	PRIVATE HOME DAY CARE AGENCIES		TOTAL
	NON PROFIT	PROFIT	
BENEFITS			
O.H.I.P..............	15.4%	.0%	14.0%
LIFE INSURANCE......	20.5%	.0%	18.6%
ACCIDENTAL/DISMEMBER MENT INSURANCE...	15.4%	.0%	14.0%
EXTENDED HEALTH.....	17.9%	.0%	16.3%
PENSION PLAN........	10.3%	.0%	9.3%
VACATION DAYS OVER 10/VACATION PAY OVER 4%..........	20.5%	.0%	18.6%
PAID SICK LEAVE.....	20.5%	.0%	18.6%
COMPANY SPONSORED SAVINGS PROGRAMS.	2.6%	.0%	2.3%
96..................	2.6%	.0%	2.3%
TOTAL................	390	40	430
....	1000.0%	1000.0%	1000.0%

Note: This is a multiple response table. The Numbers in the cells represent the number of times an occurence was mentioned and percentages are based on cases

BENEFITS GIVEN TO PART TIME STAFF ASSISTED BY DIRECT OPERATING GRANT

	PRIVATE HOME DAY CARE AGENCIES		TOTAL
	NON PROFIT	PROFIT	
BENEFITS			
O.H.I.P.............	10.3%	.0%	9.3%
LIFE INSURANCE......	7.7%	.0%	7.0%
ACCIDENTAL/DISMEMBERMENT INSURANCE...	7.7%	.0%	7.0%
EXTENDED HEALTH.....	10.3%	.0%	9.3%
PENSION PLAN........	7.7%	.0%	7.0%
VACATION DAYS OVER 10/VACATION PAY OVER 4%..........	12.8%	.0%	11.6%
PAID SICK LEAVE.....	12.8%	.0%	11.6%
COMPANY SPONSORED SAVINGS PROGRAMS.	2.6%	.0%	2.3%
TOTAL...............	390	40	430
....	1000.0%	1000.0%	1000.0%

Note: This is a multiple response table. The Numbers in the cells represent the number of times an occurence was mentioned and percentages are based on cases

APPENDIX F

STUDY TERMS OF REFERENCE

REQUEST FOR PROPOSALS
November 2,1988

EVALUATION OF DIRECT OPERATING GRANTS

BACKGROUND

Direct Operating Grants were introduced for non-profit licensed centres on January 1,1988 and for commercial centres on April 1,1988.

Initially, priority was given to improving salaries. In many programs, compensation levels were intolerably low, partly because this type of work has been traditionally undervalued, but also because parents cannot afford to pay the real costs of care. A program aimed at improving salaries of child care staff was intended to enhance recognition of the profession, attract and retain qualified staff and reduce the pressure on parents' fees. In limited situations (eg. unionized settings, parent co-ops, non-profit multi-service agencies), the introduction of Direct Operating Grants may serve to lower the fees charged to parents for the provision of child care.

All programs receiving the grant were required to sign a letter of agreement stating that they would comply with the conditions outlined in the "Child Care Direct Operating Grant: Guidelines and Procedures". The Guidelines stated that all programs must address salary and benefit improvements as a first priority. In cases where a program requested non-salary use of the Direct Operating Grant prior approval was to be obtained from the area office.

In the spring of 1988 a questionnaire (called the Phase II Questionnaire) was sent to all licensed programs and PHDC agencies. This survey requested information on current salary levels, fees charged, number of children served and general financial information. The questionnaire was not to be used to monitor a program's compliance to the guidelines but rather to provide a provincial baseline from which the impact of the Direct Operating Grant could be assessed.

Since the implementation of the Direct Operating Grants, there has surfaced a need for two types of program evaluation: one in the short term and the second of a longer term.

Part I - Short Term Impact Evaluation

All programs are required to submit a 'Grant Utilization Form'(GUF) to area offices outlining their plans for spending the grant. Copies of GUF's for programs requesting non-salary useage are forwarded to Operations Division and the Child Care Branch. Although the non-salary GUF's are analyzed corporately, there is a lack of hard data to confirm that Direct Operating Grants are being used to improve the salary levels of staff employed in the child care sector.

To date, many comments received by the Ministry are initiated by complainants who felt they were entitled to a increase in their salary as a result of the Direct Operating Grant but payment was delayed or they did not agree with the actual distribution of the funds. Programs that have applied the grant to improving salaries and benefits according to the guidelines and to the satisfaction of workers have not been identified. Consequently, information to support the sucessful implementation of this program is not currently available.

In summary, there is a lack of comprehensive information on the efficacy and efficiency of the Direct Operating Grant. In order to investigate and objectively review the short-term impact of the Direct Operating Grant, an analysis and evaluation of the program is required. This evaluation should include the level of salary/provider rate increases, number and type of staff receiving the increase, amounts committed to affordability (parent fees) or other expenditures resulting from Direct Operating Grants.

Part II - Long Term Program Evaluation

The Phase II questionnaire collected extensive data on current salary levels and number of staff employed. The questionnaire also asked questions on fee schedules, number of children in care, levels and rates of subsidy, parent boards and general financial information. The original purpose of this survey was "to develop a more extensive data base to monitor the impact of Direct Operating Grants".

A follow-up survey will be required in 1989 to assess the longer term impact of the grant. In the meantime, there is considerable information on salary levels and subsidy rates that can be derived from the data contained in the Phase II database. In addition, outside organizations such as the Pay Equity Commission and the Ontario Coalition for Better Child Care have requested an analysis of the data.

Part I - Short Term Impact Evaluation

PURPOSE

The purpose of this study is to conduct an interim evaluation for a sample of programs receiving the Direct Operating Grant.

OBJECTIVES

1) to select a sample of programs from which the interim impact of the grant can be assessed;
2) to determine from the sample programs what amounts went to increased salaries, what staff positions received a portion of the grant and how much, what staff positions did not receive a portion of the grant and why not;
3) to determine from the sample programs the frequency of non-salary use, the reason for non-salary use, and the expenditure items the grant actually paid;
4) to gather information on the methods used by programs to distribute the grant.

SPECIFIC RESEARCH QUESTIONS

Re: Objective 1: To select a sample of programs from which the interim impact of the grant can be assessed.

- how many programs constitute a representative sample?

- what categories of funding types should be presented (eg. non-profit, municipal, commercial, individual license-holders, co-ops, large umbrella organizations such as the Y.M.C.A.)?

- what geoghraphic and/or other program characteristics should be represented in the sample?

Re: Objective 2: To determine from the sample programs what amounts were committed to increased salaries, what staff positions received a portion of the grant and how much, what staff positions did not receive a portion of the grant and why not.

-what portion of the Direct Operating Grant funded salary and benefit increases?

- what staff positions received a portion of the grant?

- how much of the grant did various positions receive in salary? in benefits?

- what staff positions did not receive a portion of the grant? and why not?

- what were the salary and benefit levels before the Direct Operating Grant?

- what has been the overall impact on salary and benefit scales as a result of the Direct Operating Grant?

Re: Objective 3: To determine from the sample programs the frequency of non-salary use, the reason for non-salary use, and the expenditure items the grant actually paid.

- what portion of the Direct Operating Grant funded non-salary use?

- for what reasons were the grants not committed to salary/benefit increases?

- how much of the grants were spent on affordability? staff training? transitional grants? other?

- if the grant was spent on affordability, what was the impact on parent fees?

-if the grant was spent on affordability was there an indirect impact on the rate or number of subsidies?

- if the grant expenditure was short-term (ie. for the 1988 calendar year) what expenditure item is planned for 1989 and subsequent years?

Re: Objective 4: To gather information on the methods used by programs to distribute the grant.

- on what basis was the grant distributed? senority? training qualifications? classification? equal bonus?
- how was the grant distributed? quarterly payment? bonus? revision to the salary scale?
- how was decision made to distribute grant? board of directors/owner/operator only? joint staff and board/owner/operator input?
- who administered grant? board of directors/owner/operator only? joint staff and board/owner/operator input?
- what were the workload implications in administering the grant for programs/agencies?
- what was the impact of the grant in unionized settings?
- were there other impacts of the grant for the program/agency?

METHOD

The research questions posed attempt to measure both policy outputs and policy impact achieved through the Direct Operating Grant program. While quantitative data will address most questions of output, questions of policy impact should be supplimented by information gained through open-ended questions and interviews.

Baseline data has been collected and is available on DbaseIII software. In addition, the Grant Utilization Forms for non-salary use have been forwarded to the Child Care Branch and Area Offices have retained copies of all other Grant Utilization Forms. An analysis of these data sources for the sample programs will be required.

Following the selection of the sample programs and an analysis of existing data sources, it is expected that a supplimentary questionnaire will provide the remaining quantitative data.